



**Workforce Development Area #6**

**PY 2005-2006**

**COMPREHENSIVE PLAN  
For the  
WORKFORCE INVESTEMENT ACT**

**In  
Adams, Forest, Langlade, Lincoln, Marathon, Portage, Oneida, Vilas and Wood Counties**

**Through June 30, 2007**

**Submitted Jointly by the  
North Central WI Workforce Development Board  
And the  
North Central WI Local Elected Officials Consortium**

**April 29, 2005  
DRAFT**

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## **I. Workforce Development Area Needs, Labor Market Analysis, and Assessment of Workforce Investment Activities and Assets**

### **A. WDA Workforce Investment Needs**

1. Describe the local workforce investment needs as they relate to:

#### **a. Employers/Businesses**

As a result of numerous focus groups, meetings, and dialogs with business, North Central Wisconsin Development Board has discovered that employers need motivated workers with basic/core employability skills. These workers must have a solid education and be able to demonstrate their academic competence. They must be able and willing to learn technical skills either through formal training programs or on-the-job. Ideally, they would have made an informed career choice. Because of the tight labor supply and changing demographics employers need to spend more time and money on recruiting and retaining workers. They require access to:

- Labor market information (e.g. wage surveys, commuting patterns, and population projections);
- Recruitment and retention strategies (e.g. Job Fairs; Internet job postings; information on how to recruit; access to networks, alumni associations, educational institutions, and tax roll information);
- Resources available through various programs which can help employee retention (e.g. child care and medical assistance);
- Job seeker skills assessments and employer skill sets analysis; and
- Apprenticeships (including youth apprenticeships), and work experience programs

Employers also need a better way to anticipate changes in the workplace. Through continued dialog with employers we've found a need for changing the way business look at the "third age" or worker over 55 years of age, building a strong employability skills credential program, and building an awareness of job center services available.

#### **b. Job Seekers**

NCWWDB's workforce system continually reviews data from our state sources, regionally collected, and through on-going observation of job seekers. Job seekers must have certain personal attributes to find, retain, and advance in employment. Finding and retaining employment in jobs leading to economic self-sufficiency requires basic academic and interpersonal skills, good work habits and a demonstrated work ethic. For most positions, advancement requires fluency in written and spoken English and technical skills training, either classroom or on-the-job.

A precursor for finding the right job is career guidance and exploration. Job seekers then need job information, access to job seeking and retention skills resources, and knowledge of supportive services (e.g. child care, transportation, and health care). Individuals with a variety of special needs may require job development, job coaching, and post-employment assistance. Ultimately job seekers need jobs which provide a stable income and which enable their families to achieve economic self-sufficiency.

#### **c. Incumbent Workers**

Dislocated workers need basic readjustment services (e.g., career counseling, resume development, job opportunities, Unemployment Compensation information, and Job Center and other program services.)

After working with well over 100 businesses in a "lay off situation" it has been found that incumbent and dislocated workers need training opportunities should be:

- provided "just-in-time" or when the worker needs the training,
- At non-traditional hours,
- Of greater variety and accessibility,
- Short-term,
- For high demand, high wage occupations.

#### **d. Youth**

NCWWDB has worked very hard to partner with local k-12 systems, regional Partner in Education groups, and with Technical College consortia. We have found the workforce investment needs of youth overlap significantly with the needs of other job seekers. But in addition to the academic skills attainment, career development, pre-employment skills, labor market information, job seeking and keeping skills, and access to jobs youth need opportunities for positive character development. Caring and responsible adult role models, appropriate social outlets, and community service projects all help foster the growth of social skills, a solid work ethic, and ultimately responsible citizenship.

Clearly youth need nurturing from and interaction with parents, friends, relatives, community members, school staff, and employers to become responsible adults. Their most basic needs of shelter, food, medical care, and supervision must be met. As they get older they need to learn budgeting and money management skills, obtain driver's licenses, and have access to transportation for work and educational purposes. Youth should gradually learn how to be constructively independent

There is also a need to increase the employment and training system's ability to serve a larger proportion of the older youth population and provide them with greater understanding of the employability skills, traits and attitudes employers are seeking in today's labor market.

#### **B. Labor Market Information**

##### **1. Identify the current and projected occupational / employment opportunities.**

The North Central WI WDA has been and continues to be affected by a large amount of "churning" in the composition of its employment base. Large and numerous dislocation events have occurred throughout the region, and a disproportionate number of these events have occurred in the south Wood County area near Wisconsin Rapids. Many of the largest events have involved the paper industry and a variety of durable goods manufacturing industries.

See Wood County Workforce Profile by DWD / DWS Local Labor Market Analyst Dan Barriohlet on the DWD website in the Office of Economic Advisors section at:

[http://www.dwd.state.wi.us/oea/cp\\_pdf/w141cpw.pdf](http://www.dwd.state.wi.us/oea/cp_pdf/w141cpw.pdf).

Conversely, a disproportionate number of the new jobs being created, and especially those new jobs that tend to pay higher wages and offer better fringe benefits, are found in the greater Wausau area in Marathon County. These new jobs have been created in the mostly in the health care industry and, to a lesser extent, in the insurance industry.

See the Marathon County Workforce Profile by DWD / DWS Local Labor Market Analyst Dan Barriohlet on the DWD website in the Office of Economic Advisors section at:

[http://www.dwd.state.wi.us/oea/cp\\_pdf/m073cpw.pdf](http://www.dwd.state.wi.us/oea/cp_pdf/m073cpw.pdf) .

Three other local Counties, Adams, Forest and Langlade; have traditionally been affected by higher levels of poverty and unemployment, and lower per capita income and earnings, than most of the state or the region. Find the Workforce Profiles for these three counties at:

Adams County: [http://www.dwd.state.wi.us/oea/cp\\_pdf/a001cpw.pdf](http://www.dwd.state.wi.us/oea/cp_pdf/a001cpw.pdf)

Forest County: [http://www.dwd.state.wi.us/oea/cp\\_pdf/f041cpw.pdf](http://www.dwd.state.wi.us/oea/cp_pdf/f041cpw.pdf)

Langlade County: [http://www.dwd.state.wi.us/oea/cp\\_pdf/l067cpw.pdf](http://www.dwd.state.wi.us/oea/cp_pdf/l067cpw.pdf)

Workforce Profiles for the remaining four counties in the North Central WI Workforce Development Area are found at:

Lincoln County: [http://www.dwd.state.wi.us/oea/cp\\_pdf/l069cpw.pdf](http://www.dwd.state.wi.us/oea/cp_pdf/l069cpw.pdf)

Oneida County: [http://www.dwd.state.wi.us/oea/cp\\_pdf/o085cpw.pdf](http://www.dwd.state.wi.us/oea/cp_pdf/o085cpw.pdf)

Portage County: [http://www.dwd.state.wi.us/oea/cp\\_pdf/p097cpw.pdf](http://www.dwd.state.wi.us/oea/cp_pdf/p097cpw.pdf)

Vilas County: [http://www.dwd.state.wi.us/oea/cp\\_pdf/v125cpw.pdf](http://www.dwd.state.wi.us/oea/cp_pdf/v125cpw.pdf)

In addition short-term and long-term industrial and occupational projections for the nine-county North Central WI WDA are found at: <http://www.dwd.state.wi.us/oea/wda/projections/nc.htm>

## **2. Describe the job skills necessary to obtain the current and projected employment opportunities.**

Specific occupational skills for the higher-wage jobs available in the local labor market are usually gained by earning degrees or diplomas from the three local technical colleges or the University of Wisconsin system. The most common high wage occupations likely to be available in the near future are often found in the health care professions, especially nursing. The aging local population combined with a wealth of large health care facilities means this trend will continue long into the future. WDA #6 conducted a skill assessment survey in 2004 that indicated the following soft skills were needed in the workplace:

- Communication
- Problem Solving
- Leadership
- Supervision

Employers surveyed also indicated a need for entry level employees to gain “employability skills”: being on time, being able to adjust to the culture, and getting along with others.

## **3. Identification of high demand/high wage jobs and industry clusters, as well as the related skill needs and an assessment of current activities to address those needs in your local area.**

The North Central WI Workforce Development Board keeping in mind the larger scope of the Governor’s Grow Wisconsin initiative has identified the following industry cluster as a focus in our WDA.

### **North Central WI WDA KEY BUSINESS CLUSTERS BY NAICS\* Code**

<b>Industry Cluster</b>	<b>NAICS Code*</b>
Agriculture, Forestry and Fishing and Hunting	11
Utilities	22
Construction	23
Manufacturing, Durable Goods	31
Manufacturing, Non-durable Goods	32
Transportation	48
Warehousing	49
Information	51
Finance and Insurance	52
Health Care and Social Assistance	62
Arts, Entertainment and Education	71
Accommodation and Food Services	72

\* = North American Industrial Classification System

To further develop the needs of these clusters, NCWWDB has been partnering with local education and economic organizations to hold industry focus groups. Focus groups have been set up to clarify the findings in Health Care, Timber/Paper, and Manufacturing. Future clusters will be considered.

Skills with the practical application of computers and other new forms of high technology are also in high

demand at high wages within a wide range of industries. There is also a great demand among incumbent workers for retraining in the high technology fields of study, including the use of automated machinery to design and produce wood and metal products, especially for windows and doors.

Lists of the fastest growing occupations by number of workers and percentage of the workforce are found both in the regional DWD LMI publication quoted above, and in specific breakouts of LMI for each of the nine local counties. This data is readily correlated to DWD wage records annually. Wage data for the forty or fifty most common occupations is routinely distributed to job seekers in most Job Centers in the form of a “Job Seekers Guide”. Because economics is commonly called “the dismal science”, this booklet has deliberately been written in non-technical language understandable to most youth and adults.

### **C. Assessment of Current Workforce Investment Activities and Assets in the WDA**

#### **1. Provide a description and assessment of the type and availability of all (not just WIA) workforce investment activities available to adults and dislocated workers / displaced homemakers in the WDA.**

Adult and dislocated worker job seeker services are based on same three-tiered model envisioned for job seeker services under Wisconsin’s Partnership for Full Employment initiative. Self-service activities include the promotion of job seekers’ ability to find job openings on the JobNet and America’s Job Bank systems, finding information related to the Fair Labor Standards Act, general labor market information and a host of other issues on the DWD web site. Other self-service options include a resource room similar to a small library in each Job Center where workers can find daily newspapers and a wealth of other information about how to find jobs, prepare resumes, prepare for job interviews, etc. “Lite service” activities include a wide variety of continuing workshops and seminars conducted in group settings to help convey a wide variety of information related to finding, retaining or upgrading employment in today’s labor market. Among such workshops will be those conducted in conjunction with UI Profiling, and a variety of career awareness seminars conducted at the three local technical colleges. Full service activities consist primarily of providing access to training (through Pell Grants and other financial aid, WIA Individual Training Accounts, and other sources of educational assistance such as DVR) to help workers afford the training they need to find the better-paying job opportunities available in the economy for those with the highest skill levels. Other full service activities for job seekers include job coaching, individualized job development, work experience and employer wage subsidies available through W-2 Agencies, DVR and other sources.

#### **2. Provide a description and assessment of the type and availability of all (not just WIA) workforce investment activities available to youth in the WDA.**

The local Youth Council, working in collaboration with the WI Department of Public Instruction, has developed an “Employability Skills Certificate Portfolio Program”. It produces certificates demonstrating to employers that youth have successfully gained knowledge of employability skills, and is able to apply that knowledge successfully in the workplace to the satisfaction of teachers, supervisors and/or case managers.

Youth 18-21 years old can participate in post secondary occupational skill training and customized training programs offered by local technical colleges and other eligible training providers. Programs leading to a high school diploma or its equivalency through local high schools and technical colleges can be utilized with little if any expense. Paid or unpaid work experience positions can be made available in the public and/or private sectors for those youth needing basic work skills or a positive work experience.

Youth 14-18 will have an opportunity to earn a high school diploma or equivalency with the provision of a multitude of services offered by local middle, junior high and high schools. Youth in need of a nontraditional school setting can be served with programs offered in an alternative school setting. The WisCareers on-line

assessment tool is available to youth or adult job seekers in all local Job Center locations and each Technical College campus.

Summer employment opportunities are made available to these youth, notably a paid work experience enabling students to learn job skills as well as good work habits and “work savvy”. Academic enrichment will continue to be the central theme of the summer component of the program. Continuing efforts will be made to strengthen that component relative to work experience. Academic enrichment activities such as tutoring, study skill training and small group learning have been effective learning activities in the past, and it is expected that they will continue to be offered as part of the WIA.

All eligible youth aged 14-21 are able to receive guidance and counseling services. For in-school youth, those services primarily take place through school counselors and through career centers that more and more schools are developing as a result of school-to-work activities and other efforts. For out-of-school youth, those guidance and counseling services are available, at least on a limited basis, through our One-Stop Centers as an intensive service.

Other opportunities such as leadership camps and Business World or Mini-Business World activities are sponsored by School-to-Career (Work) Consortia, Junior Achievement, and Partners in Education organizations. Some of these have a tuition fee which is occasionally subsidized for low-income students. For in-school youth, ties with school-to-work consortia must continue to grow to secure leadership opportunities. For out-of-school youth, opportunities for leadership development activities are available through WDA #6 Youth Service Providers and are sometimes available through technical colleges as course offerings.

A dual referral process with the Job Corps and its national subcontractors will continue. Youth identified as appropriate for Job Corps residential training will continue being referred to the Job Corps and, following completion of the program, youth will be referred back from Job Corps to the One-Stop Centers for help in securing unsubsidized employment.

Local WIA youth efforts will continue to collaborate with Partners in Education and school-to-work consortia to evaluate and affect programs offered to local high school students. Collaboration with local high schools, CESA agencies and other organizations will continue for the purpose of providing services to students with exceptional educational needs and other “hard-to-serve” youth. Ties will continue to be maintained and developed with community-based organizations like community action agencies and with other charitable or faith-based organizations to serve low-income youth.

Upward Bound, a federally funded Department of Education TRIO program for youth showing academic potential and interest in pursuing a four year college degree is an activity available to youth in WDA #6. Other programs available for youth in WDA #6 include Gear Up and Educational Talent Search, funded by the Department of Education. These programs provide tutoring, assessment, career counseling as well as other activities to assist youth to prepare for post secondary education. Teen Court is another activity available to youth in the local area. It helps youth develop employability skills.

### **3. Provide a description and assessment of the type and availability of services available to employers in the WDA.**

WDA #6 has entered into a partnership with four other organizations to build leadership partnership between business and education. The second annual Leadership/Business summit is being planned. NCWWDB defines Business Services as work provided specific to businesses that may increase their performance, enhance their recruitment, and/or increase their retention of the workforce.

Business has access to a full range of services, as needed; from the self-service of Job Net (advertising for jobs on a web-based program), through intermediate levels, including workshops, to full case management with industry and functional specialists. In addition to job advertising on the internet, job fairs will offer additional exposure to potential workers. Employers may also want to use the facilities available at the Job Center to interview potential employees. Workshops will help employers deal with such issues as accommodating workers with disabilities, coordinating employee transportation, or finding workers during a labor shortage.

These employer services are organized around, and provided by, local Business Service Teams in each of the three One-Stop Operator (OSO) Consortia serving the Portage-Adams-Wood (PAW) County area, the Lincoln-Marathon (L&M) County area and the Forest-Oneida-Vilas (FOVL) area (known by the Northern Advantage name it gave to its Job Center in Rhineland).

Each of the three One-Stop Operator Consortia has developed its own business services plan describing in greater detail the types of business services it plans to provide and the types of business service outcomes and labor market outcomes it expects to achieve in relation to its budget. At the regional level, each of these three Business Service Teams is represented on a larger Business Services Workgroup, which reports to the NCWWDB's One-Stop Operator Committee. A specific Product line that has been identified for promotion from this group includes:

<b>Services Available to Businesses in WDA #6</b>	
<b>Job Fairs:</b> Job Centers sponsor Job Fairs as a means for employers and job seekers to meet one another. You can rent a booth at a Job Fair near you at a very reasonable cost. For more info, click on: <a href="http://dwd.state.wi.us/dws/events/JobFairs.htm">dwd.state.wi.us/dws/events/JobFairs.htm</a>	
<b>Labor Law Clinics:</b> are one-day educational seminars, which are open to the public and feature explaining many of the laws and rules the agency administers. For more info, click on: <a href="http://dwd.state.wi.us/laborlaw/">dwd.state.wi.us/laborlaw/</a>	
<b>Friday Fundamentals:</b> are audio conferences held at ETN locations in every county in Wisconsin on many of the same topics as the Labor Law clinics in workshops no more than 2 hours long. For more info, click on: <a href="http://www.dwd.state.wi.us/dwd/frifund.htm">http://www.dwd.state.wi.us/dwd/frifund.htm</a>	
<b>Presentations to Employers:</b> most partner agencies found in any Job Center are available to visit at your place of business to explain the programs they operate.	
<b>Employer Workshops:</b> Technical college partners in Job Centers offer training to attract, retain and hire the right people. Discover this powerful new job retention program for managers and supervisors that make your company an <i>Employer of Choice</i> . For more info, click on: <a href="http://dwd.state.wi.us/dwd/employer_art.htm">dwd.state.wi.us/dwd/employer_art.htm</a> Also, the Division of Vocational Rehabilitation (DVR) provides services tailored to the needs of employers ready to hire qualified individuals. Learn more about these workshops at: <a href="http://wisconsin.gov/dvr/windmill.htm">wisconsin.gov/dvr/windmill.htm</a> or <a href="http://dwd.wisconsin.gov/dvr/BLN/default.htm">http://dwd.wisconsin.gov/dvr/BLN/default.htm</a>	
<b>Bonding (Federal Bonding Program):</b> access free business insurance policies that protect the employer in case of any loss of money or property due to employee dishonesty. It is like a "guarantee" to the employer that the person hired will be an honest worker. For more info, click on: <a href="http://dwd.state.wi.us/dws/programs/bonding/">dwd.state.wi.us/dws/programs/bonding/</a>	
<b>Certification for Employer Tax Credits (WOTC, etc.):</b> Learn all you need to know about tax credits and programs that can help reduce your Federal and State tax liability. Just click on: <a href="http://dwd.state.wi.us/dwd/employers.htm">dwd.state.wi.us/dwd/employers.htm</a>	



<p><b>Career Expos / Career Fairs:</b> Are you interested in helping local youth learn about occupations in your industry? If so, Career Fairs are similar to Job Fairs, but are sponsored by local technical colleges and some K-12 school district to help students make informed career choices.</p>
<p><b>Business Expos:</b> Some Job Center staff attends trade shows to learn more about your industry, and provides Job Centers offer to business. Look for the Wisconsin Job Center logo at the next trade show to see if you can find more information.</p>
<p><b>Job Seeker Interviews on-site in Job Centers (not available in Adams and Merrill Job Centers):</b> Short on space for interviewing job applicants at your place of business? Most Job Centers can provide a room for your use.</p>
<p><b>Mass Recruitment:</b> Employers who need to fill a large number of job openings in a short time can use Job Centers to distribute employer-specific application forms to help recruit applicants.</p>
<p><b>Selected Referrals:</b> Employers who use Job Centers for mass recruitment can count on Job Center staff to screen employer-specific applications based on the criteria business specifies.</p>
<p><b>Unemployment Insurance Guidance / Advice:</b> Technical questions usually need to be referred to the UI Division (click on <a href="http://www.dwd.state.wi.us/ui/">http://www.dwd.state.wi.us/ui/</a> to learn more), but Job Service and certain staff in the local Job Centers are able to answer basic UI questions.</p> <p>They are also available to answer basic questions about the <b>Fair Labor Standards Act (FLSA)</b>. Click on <a href="http://www.dwd.state.wi.us/er/labor_standards_bureau/default.htm">http://www.dwd.state.wi.us/er/labor_standards_bureau/default.htm</a> to learn more.</p>
<p><b>EEO Coaching / Advice:</b> Job Center staff can help you avoid asking discriminatory questions during the hiring process. Learn more at: <a href="http://www.dwd.state.wi.us/er/discrimination_civil_rights/default.htm">http://www.dwd.state.wi.us/er/discrimination_civil_rights/default.htm</a></p>
<p><b>Layoff Procedure Advice (WARN, Trade Adjustment Assistance, etc.):</b> Employers who plan to close operations can learn details of how and to whom to provide notice, and about assistance that is available, at: <a href="http://www.dwd.state.wi.us/dws/programs/dislocated/employers_info.htm">http://www.dwd.state.wi.us/dws/programs/dislocated/employers_info.htm</a></p>
<p><b>Outplacement Services for Dislocated Workers:</b> If your business closes, Job Centers can help employees find or train for new work in occupations with more growth potential. Click on <a href="http://www.dwd.state.wi.us/dws/programs/dislocated/worker_info.htm">http://www.dwd.state.wi.us/dws/programs/dislocated/worker_info.htm</a> to learn more.</p>
<p><b>Customized Training:</b> WI Technical College System partners in Job Centers are sometimes able to receive special grants from the WI Department of Commerce to conduct customized training on your job. Click on <a href="http://commerce.wi.gov/BD/MT-FAX-0802.pdf">http://commerce.wi.gov/BD/MT-FAX-0802.pdf</a> to read about the Customized Labor Training. Other similar programs are also available through the same Department.</p>
<p>Other: <b>Handicap Accommodations:</b> DVR staff is available at all Job Center locations to help you make reasonable accommodations to incorporate handicapped workers into your workforce. See <a href="http://www.wisconsin.gov/dvr/employer.htm">http://www.wisconsin.gov/dvr/employer.htm</a></p>
<p>Other: <b>Job Order Solicitation:</b> Employers are encouraged to enter job orders in the Public Labor Order System on-line at: <a href="http://www.dwd.state.wi.us/dws/wec/WJOS/infopage.htm">http://www.dwd.state.wi.us/dws/wec/WJOS/infopage.htm</a></p>

Job Center staff are able and eager to provide technical assistance if you encounter any difficulties.
Other: <b>Vocational Testing (GATB, Typing, etc.):</b> As an adjunct to your own job seeker recruitment and screening processes, most Job Centers can test small groups of people using common testing instruments available in the public domain. Job Centers containing WI Technical College System services can sometimes arrange more specialized vocational testing.
Other: <b>Work Permit Issuance:</b> Several Job Centers issue work permits. Others can refer you or your minor job applicants to the local work permit officer. Learn more at: <a href="http://www.dwd.state.wi.us/er/labor_standards_bureau/child_labor_laws.htm">http://www.dwd.state.wi.us/er/labor_standards_bureau/child_labor_laws.htm</a>
Other: <b>Apprenticeship:</b> Job Centers in which a WI Technical College is collocated contain valuable linkages to the WI Apprenticeship System. Learn more at: <a href="http://www.dwd.state.wi.us/dws/appr/default.htm">http://www.dwd.state.wi.us/dws/appr/default.htm</a>

## II. Workforce Development Area Vision and Goals

The Workforce Investment Act states that the purpose of the state and local workforce investment system is “to provide workforce investment activities, through statewide and local workforce investment systems, that increase the employment, retention and earnings of participants, and increase occupational skill attainment by participants, and, as a result, improve the quality of the workforce, reduce welfare dependency, and enhance the productivity and competitiveness of the Nation”.

In early 2005 NCWWDB updated their Vision and Mission

### Our Vision

Be known as the leader to partner with government, business and local agencies to achieve a quality workforce and thriving economy that produces a high per capita income and a lower poverty rate through an integrated service delivery system

### Our Mission

To create the highest quality of life in our communities by focusing on solutions to workforce development issues.

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## A. Identify the strategic goals developed to achieve that vision.

The Strategic Plan was updated in 2002, 2004 and again in 2005. The following document identifies strategies and goals for our WDA. **See Attachment A NCWWDB Strategic Plan** NCWWDB has each strategy and goal assigned to a subcommittee of the board. The committee works from a specific action plan to accomplish its goals. In addition NCWWDB uses a score card to track and measure overall mission accomplishments. **See Attachment B NCWWDB Scorecard**

## III. Workforce Development Board

### A. Plan Input and Review Process

**1. Describe how the WDB consulted with and provided an opportunity for public comment throughout the WDA on and provide input into (1) the development of the local workforce investment plan, with at least 30 days for comment, prior to submittal to the state with the following key players:**

- ☐ **Local Elected Officials and the Chief Local Elected Official in his/her partnership / approval role.**
- ☐ **Representatives of Business**
- ☐ **Representatives of Labor**
- ☐ **One-Stop Mandatory Partners**
- ☐ **Other Partners and Stakeholders**

The North Central WI Workforce Board represents business, labor, one stop partners, and other local stakeholder. Although a formal announcement will be marketed and held for the general public, the WIA board and committee members will have several chances to review the document. NCWWDB's WIA plan was distributed as a draft to the NCWWDB's Executive Committee on April 14, 2005 as a first DRAFT. After changes are made notice will be given to local newspapers, Local Elected Officials, the full board, and other stakeholders for an open public hearing to be held on May 12, 2005 at 8:30 AM at the Wausau Job Center, Wausau, WI. After changes are made from that feedback the final document will go to the board for full approval at their quarterly meeting on June 23, 2005. This process allows for input from all stakeholders and people interested in the document. See Attachment C Public Notice of Plan Development and Public Hearing.

- 1. Submit any comments that express disagreement with the local WIA plan. See Attachment D Comments that Express Disagreement with the WIA Plan Also See Attachment D Minutes of the 5/12/05 Public Hearing**

The WDB staff will Insert X# of comments expressing disagreement with the Plan comments expressing disagreement with the local WIA Plan after the public hearing.

## **B. WDB Functions**

**The WIA identifies a number of functions that are geared toward the overall success of the workforce investment system. These functions are to be carried out by the WDB. These functions include:**

- Development and submission of the local comprehensive plan.
- Assuring coordination of workforce investment activities with economic development strategies and development of other employer linkages.
- Promoting the participation of private sector employers in the local and statewide workforce investment system and ensuring effective provision, through the system, of connecting, brokering, and coaching activities, which assist employers in meeting hiring needs.
- Selection of One-Stop operators and service providers.
- Development of a budget to carry out these functions and direct the disbursement of WIA Title I-B funds.
- Monitoring the One-Stop delivery system and, at a minimum, WIA Title I-B programs.
- Negotiating local performance measures with the Chief Local Elected Official and the Governor.
- Assisting the Governor in developing the statewide employment statistics system.
- Monitoring access to ensure any individual or employer has access to the One-Stop system and to core employment-related services (universal access).

- 1. Describe any roles and responsibilities as agreed to with the Chief Local Elected Official that may differ or be in addition to those listed above. See Attachment E WDB/LEO Agreement**
- 2. Identify the fiscal agent or entity responsible for the disbursal of grant funds.**

The North Central Wisconsin Workforce Board has given the board staff the responsibility to arrange for the disbursal of grant funds, submit Response for Proposals, and manage the fiscal operation of the board. This is overseen by the NCWWDB Executive Committee.

3. Identify any WIA statutory or regulatory requirements the WDB would like the State to include as part of a waiver plan to the Department of Labor. **NONE**

#### **C. WDB Composition**

WDBs were recertified by the Governor in 2004 in accordance with WIA law. These recertifications are effective through 12/31/2005. If no changes have been made to your WDB's composition since your WDB was recertified in 2004, please include the descriptions and charts used for the recertification process in reference to #1, 2, and 4 below. If changes have been made, include updated charts and descriptions. For those WDBs that do not have a DWD-certified Board, this process must be completed as part of this plan. WIA plans will not be approved unless this is complete.

1. Describe the nomination and selection process used to appoint local business representatives to the WDB.

Each nomination is made by the local Chamber or by the county LEO. The nomination is then sent to the board for approval.

2. Provide a complete updated WDB membership list by completing the WDB Membership See **Attachment F**
3. Attach a diagram, description of roles and responsibilities, and regular meeting schedule of the WDB subcommittee structure. See **Attachment G Committee Structure Chart, Attachment H Roles and Responsibilities of the WDB Subcommittees and Attachment I Meeting Calendar**

4. Describe the process the WDB will use to notify the chief local elected official of any vacancies and to fill those vacancies with appropriate representatives.

The vacancies are announced at board meetings and the Executive Director regularly communicates with the LEO regarding vacancies. See Attachment J Charter LEO Consortium Agreement and **Attachments K LEO Consortium Bylaws**

#### **D. Youth Council**

The Youth Council is a subgroup of the WDB appointed by the WDB in cooperation with the chief local elected official. Some members of the WDB will serve on the Youth Council in addition to other individuals who have expertise or special interest in youth policy and services. Members of the Youth Council who are not appointed members of the WDB are to be voting members of the Youth Council.

1. Describe the role and responsibilities of the Youth Council. (From purely advisory to the WDB to overall delegation but with ultimate authority still retained at the WDB level). The following is the WDA #6 published description of the Youth Council and its member function:

**Position Title:** Youth Council Member

**The Primary Function of the Youth Council is to:**

- ◇ Improve coordination among programs and youth-serving organizations,
- ◇ Conduct strategic planning for youth programs,
- ◇ Identify eligible providers for WIA youth services and conduct oversight of them, and,
- ◇ Collaborate among youth workforce development systems in the nine-county area.

**Youth Council members are to assist the Workforce Development Board in:**

- ◇ Developing and recommending local youth employment and training policy and practice,

- ◇ Broadening the youth employment and training focus in the community to incorporate a youth development prospective,
- ◇ Establishing linkages with other organizations serving youth in the local area, and
- ◇ Taking into account a range of issues that can have an impact on the success of youth in the labor market.

**Minimum Job Requirements:**

- ◇ Have a demonstrated interest in supporting the Youth Council's accomplishments of its Mission, Vision and Goals.
- ◇ Have specific experience and/or knowledge in at least one of these elements: human resources, planning, public relations, general organization, marketing, not-for-profit governance.
- ◇ Be representative of some aspect or segment of the Area that impact Youth Development.
- ◇ Show a willingness to actively participate, including regular attendance at quarterly 2-3 hour Youth Council Meetings, plus some committee/task group work.
- ◇ Serving as a voting member, but refrain from voting on/promoting issues the pose a conflict of interest, and disclose to the Council any possible conflicts of interest.

**Expectations:**

- ◇ Active Participation
- ◇ Assumption of leadership as appropriate, on committees, in the community and in your specific field of expertise.

**2. Identify circumstances which constitute a conflict of interest for Youth Council members and describe how codes of conduct and conflict of interest issues related to Youth council members will be addressed.**

The primary potential conflict of interest issue revolves around any financial decisions because several Youth Service Providers (YSP) are members of the Youth Council. Any time a decision related to funding is addressed, while YSPs may participate in discussion and answer questions, they must abstain from voting. Each year, all Youth Council members are asked to complete a disclosure form related to conflict of interest so that all conflicts or potential conflicts are publicly noted and on file. The following information is requested on a standard WDA #6 form:

**CONFLICT OF INTEREST DISCLOSURE STATEMENT – PY 2004**

**NAME:** \_\_\_\_\_

**AFFILIATION with WDB and/or LEOs:** (check one or more as applicable)

- |  |  |
|--|--|
| <input type="checkbox"/> WDB Member              | <input type="checkbox"/> LEO Member                  |
| <input type="checkbox"/> WDB Alternate           | <input type="checkbox"/> LEO Alternate               |
| <input type="checkbox"/> WDB Employee            | <input type="checkbox"/> County Employee             |
| <input type="checkbox"/> Youth Council Member    | <input type="checkbox"/> Subgrant Recipient Employee |
| <input type="checkbox"/> Youth Council Alternate | <input type="checkbox"/> Subgrant Applicant Employee |
| <input type="checkbox"/> One-Stop Operator       | <input type="checkbox"/> One-Stop Operator Alternate |

Do you or any member of your immediate family have any ownership interest in, investment in, employment with, contractual relationship with, or fiduciary or professional relationship with; any organization or entity

which receives or may seek to receive funds from or which does business with or may seek to do business with the North Central WI Workforce Development Board or the North Central WI LEOs Consortium?

\_\_\_Yes      \_\_\_No

If you answered the previous question **YES**, please explain your answer completely, giving the name of each and every organization and the nature of your association with it. Attach an additional sheet if necessary.

**Organization Name:** \_\_\_\_\_

**Nature of Your Affiliation:** \_\_\_\_\_

**3. Complete the Youth Council Membership Chart See Attachment L. This chart requests a list of members of the Youth Council, their titles and the organizations they represent, as well as a description of the solicitation and selection processes used to garner nominees from required membership categories.**

**4. Describe the Youth Council's recent activities, frequency of meetings, and level of involvement in WDB activities. Include a schedule of meetings. If the Youth Council has not been active, include your plans for reactivating. See Attachment I Meeting Calendar. Youth Council Meetings are designated in orange.**

The WDA #6 Youth Council is an active, effective body of adults representing multiple communities, schools, businesses, agencies and partnerships working collaboratively to help our area youth develop into successful adults. The Council meets quarterly and the Calendar of meetings is set annually for the entire year.

If members can't be present, they are conscientious about assigning a proxy or taking advantage of our conference calling system. The Youth Council makes recommendations to the full Board of the North Central WI Workforce Development Board for all youth-related initiatives in WDA #6. The Board is very confident in the competence of the WDA #6 Youth Council and generally approves their recommendations via consent agenda. Examples of several Youth council meetings agendas are attached. See Attachment M Youth Council Agendas for your information. Recently the Youth Council has begun the strategic planning process for PY2005 goals. The Council is focusing on three strategic areas, outlined on pages 13 and 14 in items 5, 6, and 7. They include building greater collaboration among youth workforce development entities, helping youth gain employability skills with a focus on state certification and providing greater career exploration opportunities for youth. Work teams have been set up for each of the three areas of focus to determine the action plan and timelines for execution in PY 2005.

Through the Youth Council, with the support of the Board, WDA #6 has done some leading edge development work in collaboration with the state Department of Public Instruction's WI Employability Skills Certificate Program. We have contracted a part-time Employability Skills Coordinator to build relationships with employers and forge bridges between employers, youth service providers and youth in gaining more job placements with direct-tie to helping the youth attain an Employability Skills Certificate. We have also been a collaborative partner for another such program that was spear-headed through a Partners in Education organization in one of the counties we serve.

#### **E. WDB Support and Administration**

**Section 117(d) (3) (B) (ii) authorizes the WDB to employ staff. The WDB may be supported by WIA Title I and other programs operated by the WDB and locally reached agreements with other partners, subject to program cost limits and policy direction.**

**1. Provide a complete description of the WDB's support and administrative procedures. Include in your description the number and type of staff that are both directly funded by the WDB and those that provide in-kind support from local partner and related organizations.**

NCWWDB employs six staff, four full time and two part time. We also contract with a local educational agencies for .8 FTE for our Youth Coordinator. In addition to these we contract on an as needed basis from

local public agencies: grant writing services and analytical services on a regular basis. This function may be added as a permanent staff employee in the future.

**1. Include an organizational chart of WDB staff, administration and support. See Attachment N WDB Staff chart.**

**2. Describe the distribution of administrative funds subject to the 10% limit, as allocated to:**

- a. WDB support
- b. One-Stop Operator
- c. Core/Intensive Services
- d. Training
- e. Other

**The planned distribution of NCWWDB WIA FUNDS for PY 05.**

*Estimated allocation, 7% reduction from PY04 \$2,454,256 as advised by DWD*

**Total Funds Expected \$2,171,077**

**YOUTH**

Estimated allocation	<b>\$768,800</b>
NCWWDB Administration %10	-\$ 76,889 WDB Support
Program \$ available	\$692,001
Program Coordinator %15	-\$103,800*
Infrastructure 5%	-\$26,910 One Stop Operator
Employability Skills Coordinators	-\$50,000
Total \$ put out for RFP (PY04 \$576,888)	<b>\$511,291*</b>

**ADULT**

Estimated allocation	<b>\$ 683,643</b>
NCWWDB Administration %10	-\$ 68,364 WDB support
Sub total for Program	\$615,279
Program Coordinator %10	-\$ 61,527*
Infrastructure 10%	-\$ 61,527 One Stop Operator
Business Services	-\$ 50,000
Total \$ put out for RFP (PY04 \$574,777)	<b>\$442,225*</b>

**DISLOCATED WORKER**

Estimated allocation (PY04\$822,722)	<b>\$768,543</b>
NCWWDB Administration %10	-\$ 76,854 WDB Support
Program Available	\$691,689
Business Services Coordinator %10	\$ 69,169 *
Infrastructure 10%	-\$ 62,252 One Stop Operator
Total \$ put out for RFP (PY04 \$729,584)	<b>\$560,268 *</b>

Total Funds available for RFP	70% of total	\$1,513,784
Program Funds to OSO	9%	
Infrastructure		\$150,689
Business Services		\$ 50,000
*Core Intensive and Training		

#### **IV. One-Stop Delivery System**

##### **Including One Stop Operators and Memorandums of Understanding**

**WIA assigns local responsibility to the WDB, in collaboration with the Chief Local Elected Official (CLEO), to ensure the creation and maintenance of a One-Stop system in the WDA.**

**As required in Section 118 of WIA law, local plans must include a description of the One-Stop Delivery system in the local area and a copy of each Memorandum of Understanding. DWD will establish guidelines for including these into the WDA Plan due in fall 2005.**

The WDB and LEOs are committed to the central importance of maintaining a revitalized statewide public labor exchange system as the core of the One-Stop delivery system. Accordingly, this comprehensive plan affirms these local decision-makers will comply with the requirement found at Section 652.215 of the WIA final federal regulations that job finding, placement and reemployment services funded under the Wagner-Peyser Act, including services to veterans, will be delivered by State merit-staff employees of the WI DWD/DWS Job Service Bureau.

As if the spring of 2005 NCWWDB operates seven job centers, four comprehensive and three satellites: Comprehensive Centers are located in: Wausau, Stevens Point, Wisconsin Rapids, and Rhinelander. Satellite service is available in Adams, Marshfield, and Antigo. Services are also delivered as need in Crandon, Merrill, and other localities as needed using public space. See Attachment O Comprehensive One-Stop Centers Chart and Attachment P Other and Specialized Job Center Chart.

As part of the responsibility of the NCWWD Board to establish and monitor the One Stop System, it is the intent of the NCWWDB to establish a single One Stop Operating (OSO) committee. This group would be made up of provider partners working together to deliver services to our nine county area. The OSO would be a policy advisory committee to the NCWWDB's Program Policy committee (PPC) and carry out the day to day operation and delivery of one stop services under guideline from PPC. The committed partners working as the managers of the one stop system will be charged with creating efficiency and effectiveness in the One Stop System using feedback from job seekers and businesses, guidelines from the Department of Workforce Development, and guidance from NCWWDB. It is expected that the OSO will evaluate current services and continue to make changes according to this direction.

The OSO Committee of the NCWWD Board established an *ad hoc* workgroup charged with establishing a local definition for a Comprehensive One-Stop Center, a/k/a Comprehensive Job Center. This workgroup was chaired by the Marathon County Department of Employment and Training Director and included other members from Job Service, DVR, Forward Service Corporation and the PAW W-2 Consortium.

It created the following definition of a Comprehensive Job Center, which the WDB and LEOs approved at their meeting of March 24, 2005: A network of affiliated sites than can provide one or more partners= programs, services and activities at each site;A network of One-Stop partners through which each partner provides services that are linked, physically or technologically, to an affiliated site that assures individuals are



provided information on the availability of core services in the local area; and Specialized centers that address specific needs, such as those of dislocated workers.

A Comprehensive Center is defined as:

A location at which the core services specified in WIA Section 134(c) and access to other programs and activities carried out by the One-Stop partners must be provided.

At a minimum, the core services that are applicable to the program of the partner must be made available at the comprehensive One-Stop center. These are services that are in addition to the basic labor exchange services traditionally provided in the local area under the Wagner-Peyser program operated in Wisconsin by the Job Service Bureau of the Division of Workforce Excellence. These services must be made available to individuals attributable to the partner's program who seek assistance at the center.

A location through which intensive and training services can be accessed. The applicable core services may be made available at a comprehensive center by the provision of appropriate technology, co-locating personnel, cross training of staff, or through cost reimbursement or other agreement between service providers and the partner at the comprehensive center, as described in the MOU.

An on-site presence of each One-Stop partner at the comprehensive centers is strongly encouraged.

A Comprehensive One-Stop Center/Comprehensive Job Center (referred throughout as Comprehensive Center) is one that maintains an onsite presence of mandatory WIA partners (as listed in the Workforce Investment Act) if they have a presence in the community, is accessible and available to the general public and bears responsibility to ensure a seamless service delivery system throughout the entire Workforce Development Area #6.

A Comprehensive Center includes the following elements:

**1) Partnerships**

A Comprehensive Center will ensure that:

- a) A wide variety of partner programs and services are available to customers, and are delivered in a seamless manner.
- b) Program services are integrated to the extent that the Comprehensive Center offers a number of activities (i.e. Job Club) that are available to any partner program participant.
- c) A memorandum of understanding (MOU) among the partner agencies is in place.
- d) Common costs are shared among all partners.
- e) A business plan is developed that guides the collective work of the Comprehensive Center.

**2) Accessibility**

A Comprehensive Center shall:

- a) Establish and promote access points and hours of operation throughout the WDA to ensure accessibility for all customers.
- b) Staff the Center full-time (40 hours per week).
- c) Offer on-site Internet access.
- d) Offer space for and/or recruitment for child care.

**3) Image**

A Comprehensive Center shall:

- a) Develop and maintain a professional appearance that is attractive to customers and makes it easy to find and obtain appropriate services.
- b) Develop and maintain a well-known identity within its geographic service area as defined in its business plan.
- c) Identify customer needs and develop or refine service strategies to meet those needs as described in its business plan.

**4) Resource Room**

A Comprehensive Center shall:

- a) Make the resource room the focal point of the Comprehensive Center and access points within their geographic service area ensuring high visibility and ease of access for all customers.
- b) Ensure accessibility to a wide variety of resource materials.

#### **5) Services to Job Seekers**

A Comprehensive Center shall:

- a) Ensure access to information about course availability, cost and location and use this information in advising customers.
- b) Maximize the training services that are accessible to customers through partnerships with education institutions and training providers.
- c) Provide up-to-date labor market information to job seekers.
- d) Maintain a database (JobNet) or current job openings that include descriptions of jobs, application processes, and other information necessary in the recruitment process.
- e) Provide on-site space for interviewing and recruitment for area employers.
- f) Ensure staff is cross-trained and able to provide basic program information and services across functions and programs to facilitate customer service.
- g) Assess the needs and interests of job seeking customers on a regular basis.
- h) Provide services to targeted populations through outreach and customized service delivery design.

#### **6) Services to Business**

A Comprehensive Center shall:

- a) Provide a comprehensive menu of services to choose from, and have the ability to deliver a customized package of services where appropriate.
- b) Maintain access to up-to-date labor market data, economic development tools and specialized information related to business enhancement.
- c) Establish and maintain an Employer Services/Business Services Team that markets and coordinates the delivery of services to employers. .

The NCWWDB Communications Committee and one stop partners continually work toward a broad marketing of the services of the one stop system. Staff is directed to market our services at local business and job fairs, a website has been updated, and a brochure developed. A 1-800 call center is being used for increased access to the job placement on the JobNet system.

In addition the NCWWDB OSO Committee developed a Job Center Usage Report (Job Center Traffic Report) format in 2002 and began using it to collect job seeker and employer customer data in 2003. Traffic is closely monitored for staffing and resources. The report is distributed to all OSO partners. See Attachment Q Job Center Usage Report. This information is gathered on a quarterly basis through a one-week sample count of job seeker and employer customers using each local Job Center. It is reported to each quarterly meeting of the NCWWDB and LEOs, and to other audiences such as County Boards on an occasional basis or upon request. This information helps our public understand the scope and nature of services being provided by the local Job Center system.

Beginning in 2005, the NCWWDB will attempt to expand upon state-level efforts being conducted by DWD to gather customer feedback by establishing a more timely mechanism for gleaning and using customer feedback to improve Job Center operations by including a feedback ongoing survey on the NCWWDB website.

The designated OSO Advisory committee continue to work on issues related to MOUs. There has been no disagreement about the innocuous language and general content of the MOU itself. All agencies agree that we should play gently and harmoniously with one another in our collective sandbox known as a Job Center

System. The contentious issues primarily involve developing and implementing Resource Sharing Agreements, also known locally as Operating Agreements. These supplements to the MOUs provide details of the specific financial plans for sharing the costs of Job Center operations among multiple programs and agencies. See Attachments R Marathon Co Job Center Resource Agreement, Attachment S PAW Managers Group Protocol, Attachment T PAW Resource Sharing Agreement and Attachment U WIA Memorandum of Understanding.

Developing Resource Sharing Agreements / Operating Agreements has been an evolutionary process. Reaching mutual agreement among agencies in sharing costs based on benefits received continues to be a slow and tedious process in most OSO groups. We predict because of declining budgets the impact of such reductions on the Job Center occupants that:

- the shared costs will be increasing in proportion to the total cost,
- the total cost will be changing in relation to the total amount of space needed to house a changing number and composition of occupants, and
- The Resource Sharing Agreements / Operating Agreements will be in need of continuing refinement to reflect all these evolving circumstances.

## **V. Demand-driven Workforce Investment System**

**The transition to a demand-driven workforce system is supported by both DOL and by the Governor through the Grow Wisconsin initiative, which focuses on strategies to create good paying jobs and a robust economy. A demand-driven workforce system is market drive, responsive to local economic development needs, contributes to the economic well-being of the community, and promotes workforce quality. The public workforce investment system must focus its efforts on enhancing relationships with quality employers (family-supporting wages, health benefits, 401ks, promotion from within policies, career ladders, employer-sponsored training, tuition reimbursement programs, etc.) in order to connect job seekers to better jobs. Development of a demand-driven strategic plan requires using economic information and analysis to drive strategic investments, identify strategic partners, and design effective service delivery systems. Some of the important elements of a demand-driven workforce system include: economic analysis; workforce strategies that target high growth, high demand industries and occupations; strategic partnerships with the public workforce system, business and industry, and education and training providers; a solutions-based approach to service delivery (instead of menu-based approach) that effectively leverages workforce investment resources; availability of a full array of assets through the One-Stop system to support individuals and business needs; and demand-driven career guidance.**

### **A. Describe what system or process, if any, your WDB has in place to work with businesses and find out what their needs are.**

Early in 2004 the NCWWD Board facilitated a group of economic, educator, and grass roots organizations to explore the possibility of working together to meet the needs of businesses in a more efficient and effective way. The result is a partnership of over 50 organizations working together. The group is called **jake3** - jobs accelerating a knowledge economy for EDUCATION, EMPLOYEES and ECONOMIC DEVELOPMENT. Through active partnerships and collaborations with other institutions and businesses the goal of the jake3 is to create and maintain a coordinated effort in the north central Wisconsin region.

Through the combined efforts of UW-Stevens Point, the North Central Wisconsin Workforce Development Board, Northcentral Technical College, Mid-State Technical College, Nicolet Technical College, UW Marathon County, UW Marshfield, the Chambers of Commerce, Economic Development Groups and businesses representing 5 key occupational clusters, jake3 will establish a regional infrastructure to:

- ✓ Meet education, training, and retraining needs identified by its members
- ✓ Integrate workforce and regional development to support diverse and dynamic communities that attract and retain talented businesses and employees
- ✓ Advance economic development through a dual emphasis on workforce and community development
- ✓ Present a training and development network, linking resources and training solutions
- ✓ Provide an online “one stop” clearinghouse listing educational resources
- ✓ Provide a database allowing employers to communicate their needs
- ✓ Develop new course offerings for our constituents that are not currently available
- ✓ Leverage the use of distance technology for increased efficiency

This partnership moves all groups involved with the collaboration away from reactive "fix it" approaches, instead reaching toward proactive "build it" approaches to promoting lifelong learning in the Central Wisconsin Region. Governmental cultures are often too easily disconnected from the larger interests and needs of business, labor, and commerce.

Employer efficiency and effectiveness will increase as a result of better-trained employees. In the long term, collaborative partners will

- ✓ become more responsive and proactive as training providers
- ✓ reduce educational costs
- ✓ increase student and employer satisfaction
- ✓ focus on increasing performance and knowledge of the workforce

The overall impacts of jake3 will not only provide necessary training and education, but will also strengthen the organizations involved by supporting and promoting our core missions: we will be developing human resources and serving society by maximizing educational and training opportunities for people throughout central Wisconsin. The jake3 effort is guided by the NCWWDB Workforce committee, build a web portal clearinghouse, completed two business need surveys and held three focus groups. This group is focused on business needs.

**B. Describe the partnerships with regional business association that the WDB has developed, such as Chambers of Commerce, local economic development organizations, and others.**

The University of Stevens Point Extension, the North Central Regional Economic Association, and NCWWDB have taken the lead in the jake3 project working closely with the twelve chambers, five economic development groups and the other post secondary institutions. NCWWDB has an active role as a member of the Portage and Marathon County Employment Councils, the Central WI Economic Development Association, and three area SHRM associations. These activities give ongoing feedback to employment and business concerns as staff attend meetings and as part of the jake3 collaboration described above.

**C. Describe what industries your WDB has focused on. Include your methodology of choosing these industries, and any service strategies that you have undertaken related to training.**

Using the guidelines from the Governor's "Grow WI Plan", data from the department of Workforce Development, and dialog with jake3 partners, the NCWWDB Business Service committee has

prioritized Transportation, Healthcare and the Wood/timber Paper industries as our WBA focus industries. Our workforce development area is very diverse and each of these industries stretch across the nine counties, have high growth, and high demand. We also looked at industries that have been using our job center services and offer “living wages”.

**D. Indicated how case managers, front-line staff, and other employees are kept informed of in-demand occupations.**

Minutes of the business service committee, jake3 activities, and discussion at the staff meetings are ongoing. These are available on the NCWWDB website and distributed as part of our open meeting practice. Specifically the OSO Business Service sub committee represents a cross section of one stop partners, managers, and front line workers. The communication is encouraged as they represent all others in the one stop as part of their participation.

**E. Describe how the WDB will use growing industry information in planning the future of your workforce delivery model.**

Under the guidance of the NCWWDB Workforce System committee, jake3 will continue to work closely with local chambers and economic development groups. Industry focus groups in spring 2005 for Wood/timber/paper and Healthcare will establish commitment by each industry to continue to work together. NCWWDB will take the lead in facilitating the activities focused on business needs related to workforce development. A focus group for Transportation will be held in the fall of 2005.

**F. Describe any other new or innovative strategies that your WDB has undertaken or partnered in to better respond to evolving labor market needs and become demand-driven.**

**Describe what system or process your WDB has in place or will undertake to prioritize efforts to work.**

The jake3 web based **Clearinghouse** [www.jake3.org](http://www.jake3.org) is new. Within this webpage is an employer to education exchange. Business can post a need for training/education. Public institutions review the posting and respond accordingly. NCWWDB hopes to expand this to recruitment and retention activities and needs.

**G. Describe what system or process your WDB has in place or will undertake to prioritize efforts to work with quality employers.**

The Business Service Sub-committee has established criterion to define “quality employers”. This needs to be presented to the full OSO and proposed as a strategy to the Program Policy Committee. The criterion include: high demand, high wages and/or benefits, use of our job entry system. The committee also continues to use the DWD data base system to monitor use of our system.

## **VI. WIA Title I Program Services**

**Title I of WIA will contribute toward the vision and goals of the WDA by exceeding the performance standards for economically disadvantaged adults, dislocated workers, youth aged 14 through 18 and youth aged 1- through 21 as identified on Attachment V, “Table for Local Performance Indicators and Goals” (attach new Table after federal / state / local negotiations are concluded and new goals are established).**

## 1. Adult Funding Priorities

- a. WIA allows WDBs the flexibility to prioritize the use of Title I funds. Respond to this question if the WDB has determined that WIA Title I adult funding will not cover all programs that could be offered if unlimited funding was available.

**What process will the Local Board use to direct its One-Stop Operator(s) to give priority to low-income individuals and recipients of public assistance?**

The WDB and LEOs have determined as part of the planning process for WIA implementation that there is obviously insufficient funding in the local allocations to cover all programs that could be offered if unlimited funding was available. The WDB and LEOs do not expect this situation to improve any time in the foreseeable future. Therefore, they will require the One-Stop Operator(s) and service providers to give priority to low-income individuals and recipients of public assistance who are eligible for the training services WIA affords. To provide further clarity:

- The priority system applies only to training services, and not to core services or intensive services.
- Low-income individuals means individuals with earnings at less than the WDB deems necessary for self-sufficiency, which is less than 200% of the current federal poverty level.
- Public assistance means any form of cash public assistance. As explained by DWD, this includes any TANF-funded program, Food Stamps, WIC, free or reduced school lunches and several others.

- b. The U.S. Department of Labor issued instructions on September 16, 2003 relating to implementation of the Jobs for Veterans Act. This guidance, issued in Training and Employment Guidance Letter (TEGL) 5-03, requires priority of service to Veterans (and some spouses) for all DOL training programs. Describe the process that the WDB will use to direct its OSO(s) to give priority to veterans and veterans' spouses as required in TEGL 5-03 and DWD Policy Update 04-03 if funds become too limited to serve all interested participants.

See Attachment W "NCWWDB Priority of Service Policy"

## 2. Mix of Services with Title I Funding

WIA establishes that Title I funds can be used to provide core, intensive and training services. Considering all of the counties within the WDA, the WDB has the authority and flexibility to decide the percentage of funds that goes to each of the three levels of service.

Describe the WDB's plan for the allocation of funds between categories for both adults and dislocated workers. Show the percentages for each.

Cost Category by Funding Stream	Disadvantaged Adult	Disadvantaged Youth	Dislocated Worker
Core Svcs	30	N/A	30
Intensive Svcs	30	N/A	30
Training Svcs	40	N/A	40

For the Disadvantaged Adult funding stream shown above, the One-Stop Operator consortia members selected for each Job Center or group of Job Centers in each sub region of the WDA will have some latitude

in determining the most appropriate mix of activities in their own local areas. The Disadvantaged Adult funds will be divided among the One-Stop Operators who in turn will decide, based upon local needs, how the funds should be distributed among the core, intensive and training services. One-Stop Operators will be encouraged to put a large percentage in Training Services to help the WDA meet its Disadvantaged Adult performance standards, and will be required to remain within a plus or minus 10% variance from the funding distribution by cost category which appears above.

The WDB and LEOs will solicit Requests for Proposals for the Disadvantaged Adult and Dislocated Worker funds based on the percentages listed above. For Disadvantaged Youth, in lieu of a requirement to spend no less than a certain proportion on training services, we will incorporate a requirement that no less than 30% of the money must be spent on out-of-school youth.

### **3. Displaced Homemakers**

**The WIA expands the definition of dislocated workers to automatically include displaced homemakers.**

- a. Describe coordination with any displaced homemaker programs funded by the WI Technical College System Board under the General Purpose Revenue (GPR) displaced homemakers program or Carl Perkins Act.**

Job Center staff is working on a continuing basis with the Displaced Homemaker Liaisons at the three local Technical Colleges conducting displaced homemaker programs to determine eligible displaced homemakers and how to transition such folks into the WIA Dislocated Worker program.

- b. Describe how services to displaced homemakers will be integrated into the dislocated worker program.**

Displaced Homemakers will receive the same services and training as Dislocated Workers based upon assessment and need. In other words, the JTPA concepts of individual objective assessments coupled with individual service strategies will be continued.

- 4. a. Describe how the WDB will serve significant segments of the population - dislocated workers, including displaced homemakers, low-income individuals (including recipients of public assistance), individuals training for nontraditional employment, individuals with multiple barriers (including older workers and individuals with disabilities) and veterans.**

The informal outreach and recruitment efforts begun with the Job Center partner agencies and a host of other related human service provider agencies will continue to be utilized under WIA to seek out and equitably serve all significant segments of the population.

In addition, the NCWWDB obtained a Faith-Based and Community Organizations (FBCO) grant from WI DWD in 2002-2003. This FBCO grant enabled NCWWDB and its Job Center partner agencies to strengthen relations and referrals to and from a wide variety of faith-based organizations including Catholic Charities of the Archdiocese of La Crosse, Lutheran Social Services, the Salvation Army and others. The grant also helped enhance networks facilitating referrals to and from a wide variety of community-based organizations including the Wausau Area Hmong Mutual Assistance Association (WAHMA), CAP Services, a new Hispanic grassroots organization called Alliance for Hispanic/Latino Outreach and Regional Awareness (AHORA), Opportunity Development Center, Northern Valley Sheltered Workshop and others.

Renewed networking efforts are enabling more referrals TO these or organizations FROM the Job Centers for support services, and more referrals FROM these organizations TO the Job Centers for employment-seeking assistance on behalf of their clients and constituents.

Finally, the 2004 – 2005 influx of additional Hmong refugees from Southeast Asia has resulted in WAHMA being awarded additional Refugee Employment and Training funds from WI DWD. This new funding has enabled to expand its efforts in ESL training case management and other services beyond the greater Wausau area in Marathon County so it is now able to serve Hmong residents of Portage and Wood Counties.

**b. Address what service strategies (e.g. infrastructure relationships with Benefits Planners, service delivery with Disability Navigators, etc.) will improve meeting needs for the customer with disabilities.**

NCWWDB received a navigator grant in PY 04. It is the plan of NCWWDB to continue to support the activities of these people.

The Navigator Initiative is designed to:

- Provide seamless and comprehensive services to persons with disabilities in One-Stop Career Centers.
- Increase employment and self-sufficiency for Social Security beneficiaries and others with disabilities.
- Facilitate access to programs and services.
- Facilitate linkage to the employer community.

A Navigator will:

- Assist people with disabilities to access and navigate the complex provisions of various programs that impact their ability to gain, return to, or retain employment.
- Develop linkages and collaborate on an ongoing basis with employers to facilitate job placements for persons with disabilities.
- Facilitate the transition of in- or out-of-school youth with disabilities to secure employment and economic self-sufficiency.
- Conduct outreach to agencies and organizations that serve people with disabilities.
- Serve as a resource on SSA's work incentive and employment support programs and the provision of services through Benefits Planning, Assistance and Outreach organizations (BPAOs); Protection and Advocacy systems (P&As); and SSA's employment-related demonstration projects.
- Serve as a resource to the workforce investment community to ensure the availability of comprehensive knowledge of Federal, State, local and private programs that impact the ability of persons with disabilities to enter and remain in the workforce.

The Navigators have accomplished

Development and use of Common Intake Form across partners with sharing of information to reduce repeated requests from the customer.
Access and use of Individual Training Accounts (ITAs) by job seekers with disabilities with supportive services provided by multiple partners.
Use of work incentives has increased as a result of coordination with BPAO Benefits Counselor.
Acceptance as an Employment Network under the Ticket to Work.
Provided training on reasonable accommodation requirements and availability to One-Stop staff.
Change in relationship with a specific collaborator.



Accepted our first 3 interns from the Northcentral Wisconsin Human Services Associate Degree program that provided 144 hours each to the Marathon County Job Center Customer Service area. They were under my direct supervision and provided assistance to both disabled and non disabled customers with a major focus on providing personal assistance to those with disabilities. They assisted with approximately 20 resumes for individuals with disabilities and provided work search assistance, interviewing help and resource and referral to over 150 customers. They also assisted in the development and implementation of a referral/screening instrument that captured information on customers and provided a listing of available services that they could request. It offered a discussion opportunity to further explore possible barriers and disabilities that customers may need assistance with.

Wrote cover letters for individuals who were pre-certified for the WOTC tax credit. Received calls from 4 employers that had never heard of it that were interested in using it with the individual who had brought it to them. One of the gentlemen was an ongoing case I had worked with for the last 2 years who had not been able to secure employment in that time. He had gone through training with DVR for taxidermy and is working with one of my NTC interns to write a business plan to start his own taxidermy business but in the meantime was hired as a security guard as the result of the WOTC tax credit and has been working now for over 2 months .

Began working with a new transition coordinator for our northern region who had never worked with high school students or employment issues. She was from out of state and knew nothing about employers in our area. I assisted her in getting connected with our employer networking groups and our interagency groups that work with individuals with disabilities in employment issues. She invited me to present to the special education staff in 2 of the high schools she deals with to discuss the many work incentives, community resources and transition issues in our community. None of the staff knew about WOTC and many of their students qualified through the food stamp program or TANF. They were connected with other community resources and employers who they were unaware worked with students with disabilities to expand their work experience sites for students with disabilities. They were also encouraged to provide students/families with the IEP's upon graduation so when students needed work accommodations their case managers in the adult systems knew how to assist employers in making those accommodations.

**5. DWD's research shows that WIA in Wisconsin serves a much larger proportion of women than men, yet women consistently earn less than men after exiting WIA in all WDAs. Identify and y service strategies that the WDB is undertaking or is planning to undertake to treat women as a targeted population and focus more planning to undertake to treat women as a targeted population and focus more effort on assisting women to obtain higher paying and equitable jobs.**

Working with Northcentral WI Technical College, NCWWDB is planning on addressing this issue with a campaign to create awareness of opportunities, inequalities, and explore specific programming in non traditional careers. This activity will be limited to resources available. Additional funding will need to be identified.

**6. Describe WDB policies and procedures to support UI Profiling activities.**

UI Profiling has been implemented quite successfully within the North Central WDA. Coordination of dislocated worker training program enrollment with UI "approved training" requirements is addressed with individuals during the UI profiling sessions. Customer satisfaction is individually surveyed each session and results in the aggregate are tabulated quarterly. Customer satisfaction results have been good. All profiled

individuals are sorted by ZIP code of residence and afforded the opportunity to attend the orientation session closest to their home at the next occasion a session is scheduled for that particular job center. No one is required to attend an orientation session if their residence is beyond the routine commuting distance from any Job Center in which orientations are held.

The local agency providing dislocated worker services will coordinate and improve UI Profiling activities in conjunction with the local Job Service partner.

**7. Describe the methods that have been developed to respond expeditiously to plant closings and layoffs. These methods are to address coordination with statewide rapid response activities as well as when statewide rapid response staff are not involved. Methods are to include but not be limited to:**

WIA and the Worker Adjustment and Retraining Notification (WARN) Act both prescribe a very specific set of activities that must be provided by states and local areas without delay in times of plant closures and mass layoffs. These provisions of current law have been carried over from the Economic Dislocation and Worker Adjustment Assistance Act (EDWAA) of 1988. Therefore, the WDA staff, in conjunction with the WI DWD Dislocated Worker Unit and its statewide Rapid Response sub recipient, the WI State AFL-CIO Labor Education Training Center, developed a comprehensive local policy to guide our actions in times of worker dislocation events.

See Attachment X “WDA # 6 Rapid Response Procedures”.

We have strengthened our local expeditious response resources to compliment those available through the state rapid response unit. The local response will be coordinated by the appropriate local agency. When appropriate, a community response team is formed to assist in the coordination of services to the affected workers. Such community response teams are also used as needed at times of group orientation sessions for the affected workforce.

NCWWDB will ensure that the various appropriate affected parties are notified of dislocations that occur throughout the WDA. We will coordinate this with the state rapid response team. See Attachment X, “WDA #6 Rapid Response Procedures”.

There are a variety of resources that we will employ to outreach dislocated workers. Among these are:

- a. Major dislocations - The method for outreaching workers dislocated from larger plant closures or mass layoffs is described in detail in the state rapid response and local expeditious response coordination descriptions above.
- b. WIA Title I-B Eligibility Determination staff - WIA-funded staff doing eligibility determination for Title I-B programs for economically disadvantaged adults and youth will continue to bring the names of potential dislocated workers to the attention of the local Dislocated Worker agency, which will then be responsible for determining appropriateness for WIA dislocated worker services. The local Dislocated Worker agency will also continue doing WIA dislocated worker eligibility determination to help expedite the enrollment process.
- c. Job Service - We have distributed information to Job Service and other staff in each of the local Job Centers, and ask them to refer dislocated workers to the Dislocated Worker Employment and Training Specialists for potential enrollment in this program.
- d. Chambers of Commerce - Job Center brochures will be used as a tool to inform Chambers of Commerce about the availability of dislocated worker training services. We see this primarily as a mechanism to identify small employers who are forced to close or lay workers off. On a secondary

basis, we see this as a recruitment mechanism, as these small employers inform their dislocated workers of the services available to them through this program.

- e. Economic Development Officials - The Marathon County Economic Development Director is kept fully informed of all dislocated worker activities. So is his Portage County counterpart who serves on the WDB as well as the Portage County Job Center Advisory Board. The Executive Director has monthly meetings with the regional Department of Commerce representative. The North Central Wisconsin Regional Economic Executive Director is a core member of the jake3 collaborative effort. All of these representatives are on the board's Workforce Systems Committee. These officials, as well as their economic development colleagues in other counties use the availability of dislocated workers, with their training and solid work history, as a recruitment tool for potential new businesses considering start-up or expansion in the North Central WI WDA. The WI Department of Development is also notified of all dislocations that trigger a WARN Notice.
- F. Displaced Homemaker Programs - A relationship has been built with existing Displaced Homemaker programs in the WDA to determine those who might be served by the dislocated worker funding stream.

Enrollment will be on a first-come first-served basis, for the most part. The exception is workers who are defined as being dislocated due to "substantial layoff" or "permanent plant closure." For those situations where there are substantial layoffs or permanent plant closures affecting a larger number of people, we will apply for additional funds, either state or federal. Otherwise, we will attempt to serve as many of these people as possible in the local dislocated worker funding stream. Responsibility for oversight of referral rests with the local Dislocated Worker agency. However, it is becoming a shared function, as Job Center implementation progresses. Program operators with major involvement in the project, including the local technical college staff and Job Service, coordinate referral among the various programs.

Referral for placement will be the responsibility of the local Dislocated Worker agency, with a strong linkage maintained with the Job Center partners. For those people who will be placed following Occupational Skills Training, the local technical colleges will also have responsibility for referral to job openings. It should be noted that all local Job Center partners involved in job order taking have all concluded data sharing agreements with Job Service to expedite the placement / employer relations process. All dislocations are offered a program orientation at the business to the dislocation program. Potential program clients are then seen individually participant's for a comprehensive assessment... This assessment may be done slightly differently for each dislocated worker, depending upon the level of employability and other relevant individual factors. This assessment will be performed by the local Dislocated Worker agency staff and will include completion of the Dislocated Worker Survey instrument to be used in the Transferable Skills Analysis process and a financial assessment

The assessment takes into account a variety of work related attributes, including educational skill levels and occupational abilities. In addition, factors such as amount of personal funds available for training and time the individual is willing to put into training are given consideration. With the local dislocated worker funds available, as well as those from a variety of other sources, our goal is to make most types of training available for the dislocated workers. However, if high-cost, long-term training, such as a four-year college degree is considered by the enrollee, the limitations of our funds are discussed completely. In cases where the individual will be responsible for securing part of the funding, we make sure that they understand that this will be their responsibility. Each participant will have an objective assessment completed, taking into account a variety of work related attributes, including educational skills level and occupational abilities.

All training participants will enter the WIA dislocated worker funding stream from one of the Core Services components, including outreach and intake, early readjustment assistance and/or one of the Intensive Services components such as job or career counseling, or orientation. Thus, the initial contact person will be the local Dislocated Worker service provider, who will perform the assessment. During the initial assessment, the local Dislocated Worker service provider and the representatives of the other program operators determine whether additional, more in-depth assessment is necessary. If it is, it can be provided through the local technical college's Vocational Assessment Center. In all cases, the assessment information will be entered into a standardized form, the Individual Readjustment Plan (a.k.a. Individual Service Strategy). This Plan will become the basic tracking mechanism for the dislocated worker. As he/she progresses through the various components of the program, the Individual Readjustment Plan will be updated to reflect training and services provided. This plan will be shared as the enrollee moves through the various activities, so that all of the program operators working with the individual know what has been done, and what needs to be done.

The local Dislocated Worker agency will provide the entire range of Core and Intensive Services for dislocated workers based on NCWWDB's belief that these services, originally created by EDWAA, are so unique and so important to local communities in times of economic crisis that they need to be consistent from one dislocation to another. This is because:

- a. dislocated worker services are tied so closely to dislocation events which usually take place unpredictably, and with very short notice (usually 60 days);
- b. the dislocated worker population has very different needs and desires than the economically disadvantaged adult and youth populations served by the other two WIA Title I-B funding streams;
- c. the response must be so swift (within 48 hours) to comply with provisions of the WARN plant closure and mass layoff notification law.
- d. Many of the core and intensive services are performed on-site at the dislocation event and off-site from any physical Job Center facility.

Therefore, we prefer not to have this work performed by generalists who share their work duties with other programs, or whose scope of work is confined to a small geographic area. For provision of Training services, these same staff will work as case managers for a high volume of Occupational Skills Training activity, funded entirely through Individual Training Accounts, where they will serve as independent, objective, "honest brokers" of a wide variety of training opportunities in which they have no financial interest in the choice of training provider, and thus serve no one's best interests but those of the workers.

This program is designed to provide a regional approach for an ongoing foundation of core, intensive and training services and support to local dislocated workers anywhere in these nine counties, regardless of where they reside; and specialized staff to respond rapidly and effectively to local dislocation events, whenever they happen. Operation of this program, as well as any additional grants obtained as needed from either state Governor's Special Response funds or federal National Emergency Grant funds to augment local resources in helping local communities cope with large plant closures and mass layoffs, will be subcontracted by NCWWDB to a single service provider to serve all nine local counties with this regional approach. This sub recipient will have the most experience and the best demonstrated performance in providing the unique and highly specialized services required under EDWAA.

Services will be delivered from the comprehensive One-Stop Center(s) in the WDA, with additional services delivered from any of the additional affiliated sites or Job Centers such as the Langlade County E&T Center or the Lincoln County Job Center or other Job Centers as needed, and on-site at specific workplaces when large plant closures and mass layoffs occur anywhere in the new SSA.

## **B. Title I Core Services**

**Section 134(d) (2) of WIA Title I list the following core services as allowable under the Act:**

- **Eligibility determination;**
- **Outreach and intake;**
- **Initial assessment of skill levels, aptitudes, abilities, and supportive service needs;**
- **Job search and placement assistance;**
- **Access to Labor Market Information;**
- **Information on program providers;**
- **Information on One-Stop system performance;**
- **Information on available supportive services;**
- **Follow-up services;**
- **Information on filing unemployment insurance claims;**
- **Assisting in establishing eligibility for Welfare to Work and employment and training programs not funded under WIA.**

**1. Describe any core services that will be provided in addition to those listed above.**

“Assisting in establishing eligibility for programs of financial aid assistance for training and education programs that are not funded under this Act and are available in the local area”, per Section 134(d)(2)(J)(ii) of the Act. “Follow-up services, including counseling regarding the workplace, for participants in workforce investment activities authorized under this subtitle [WIA Title I-B] who are placed in unsubsidized employment, for not less than 12 months after the first day of the employment, as appropriate”, per Section 134(d)(2)(K) of the Act.

**2. Describe the WDB=s design for Title I core services and how they fit with Wagner-Peyser Labor Exchange Services. (The Regulations ask for a description that shows these two sources of funds are not duplicative.)**

The basic intent of the WDB and the LEOs is to provide core services to as many job seekers as possible using the self-service strategies such as JobNet and America’s Job Bank, both in their touch-screen versions and through the Internet. At the same time, the WDB and LEOs understand that not every job seeker or employer will possess the technology, the inclination or the knowledge to access information by these means, so there will also be some undetermined degree of emphasis on keeping staff people on-site in several different locations so that customers have the option of receiving similar core services in person. Also, most of the core and intensive services for groups of dislocated workers are performed on-site at the dislocation event and off-site from any physical Job Center facility.

- ❑ The designated One-Stop Operator consortia which will select core service providers for the Disadvantaged Adult funding stream was given the explicit option of selecting Job Service as the sole agency responsible for providing the Adult core services. If there are already sufficient Wagner-Peyser funds to provide core services in a particular Job Center or group of Job Centers, then the One-Stop Operator will put the Title I-B Adult funding into Intensive Services and Training Services.
- ❑ The WDB and LEOs delegated to the One-Stop Operators (who have been designated as consortia OSOs on a non-competitive basis as described above in Sections B.1.a and B.1.b of this Plan) the authority to select core service providers (or provide services directly among themselves) for the Adult funding stream.

- ❑ The WDB and LEOs retained for themselves the authority to select core service providers for the Dislocated Worker and Youth funding streams.
- ❑ For the Youth funding stream, the WDB and LEO decisions were based upon the recommendations of the Youth Council.
- ❑ For the Adult funding stream, the ~~five~~ three local OSO Consortia selected ~~Job Service~~ Marathon County Department of Employment and Training to provide most Adult core services in Lincoln and Marathon Counties, North Central CAP and Job Service to provide most Adult core services in Adams, Portage and Wood Counties; and Forward Service Corporation to provide Adult core services in Forest, Langlade, Oneida and Vilas Counties.
- ❑ For the Dislocated Worker funding stream, the WDB and LEOs selected the WI State AFL-CIO Labor Education Training Center to provide core services across the entire WDA.

For the Youth funding stream, the Youth Council recommended and the WDB and LEOs approved the following youth service providers on a competitive basis: NCCAP for Marathon, Portage and Wood Counties, CESA #5 for Portage and Wood Counties, NTC for Marathon County and Forward Service Corporation for Forest, Langlade, Lincoln, Oneida and Vilas Counties. **This will change when RFP come back and selections are made.**

**3. Describe the WDA's policy for supportive services? (WIA defines supportive services to mean such things as transportation, child care, dependent care, housing, and needs-related payments that are necessary to enable an individual to participate in activities authorized under Title I.)**

The WDB decided to allow each service provider to develop its own support service policy so long as it fit within the parameters allowed under WIA. Copies of support service policies from each of the five Adult OSO Consortia and the five youth service providers listed above have been reviewed by NCWWDB staff and are on file. For the Dislocated Worker funding stream, the WDA uses the existing Dislocated Worker support service policies contained in its PY99 JTPA Administrative Systems Description. These policies were developed by the WI State AFL-CIO LETC specifically to match the WIA, TAA and NAFTA TAA requirements for support service payments to participants. Copies of this document are already on file at WI DWD/DWE as part of the current DW grant packages.

- ❑ The WDB and LEOs will retained for themselves the authority to select intensive service providers for the Dislocated Worker and Youth funding streams and begin selection for Adult in PY05.
- ❑ For the Youth funding stream, the WDB and LEO decisions were based upon the recommendations of the Youth Council.

Adult funding stream-

On March 10, 2005 the North Central Wisconsin Workforce Development Board's Executive Committee passed a motion that stated "NCWWDB will exercise the right of first refusal to our current providers based on compliance..." NCWWDB evaluated provider performance. Some providers did not meet the criterion outline in the grant agreement and therefore, services were offered competitively. As a result of this process the Portage, Adams and Wood county consortium's adult service will go competitive. For the Dislocated Worker funding stream, the WDB and LEOs selected the WI State AFL-CIO Labor Education Training Center to provide core services across the entire WDA.

**C. Intensive Services**

**Intensive services are services intended to identify obstacles to employment through a comprehensive assessment or individual employment plan in order to determine specific services needed.**

**1. Describe any intensive services that will be provided in addition to those identified in WIA Section 134(d)(3).**

The goal of the WDB and LEOs is to create and maintain the most equitable means of delivering services across the entire Workforce Development Area. The intensive services provided will include all those listed at WIA Section 134(d) (3): Comprehensive and specialized assessments of the skill levels and service needs of adults and dislocated workers, which may include:

- Diagnostic testing and use of other assessment tools, and
- In-depth interviewing and evaluation to identify employment barriers and appropriate employment goals.
- Development of an individual employment plan, to identify the employment goals, appropriate achievement objectives, and appropriate combination of services for the participant to achieve the employment goals.
- Group counseling.
- Individual counseling and career planning.
- Case management services for participants seeking training services funded by WIA Title I-B.
- Short-term prevocational services, including development of learning skills, communication skills, interviewing skills, punctuality, personal maintenance skills, and professional conduct, to prepare individuals for unsubsidized employment or training.”

For the Youth funding stream, the Youth Council recommended and the WDB and LEOs approved the following youth service providers on a competitive basis: Change the following paragraph as necessary following your competitive procurement of youth service providers.

**2. Provide the WDB’s definition of “self-sufficiency”. (Self-sufficiency is a local assessment using LMI and other regional area issues.)**

The NCWWDB defined self-sufficiency as **earning a wage sufficient to lift a family above 200% of the federal poverty level in a job where employer-paid health insurance benefits are also provided.**

**D. Training Services**

**WIA Training Services should equip individuals to enter the workforce and retain employment with family supporting wages.**

**1. Of the amount the WDB has allocated for training, list the percentage of training funds earmarked for Individual Training Accounts (ITAs), On-the-Job Training and customized training.**

About 50% of the funding available will be allocated to Training Services in the Dislocated Worker funding stream.

About 35% of the funding available will be allocated to Training Services in the Adult funding stream.

The concept and cost category are not applicable to the Youth funding stream.

Given the overall strength of today’s economy and the corresponding lack of demand for employer subsidies to expand employment opportunity, the WDB plans to devote all training funds for Individual Training

Accounts, and none for On-the-Job Training or customized training. If a future need for OJT should arise, perhaps because of an economic downturn, the USDOL Technical Assistance Guide entitled “High-Performance OJT” will be used to govern its provision to help prevent misuse and abuse. Instead of providing WIA OJT, Job Center staff will encourage employers seeking subsidies to pursue more affordable and less cumbersome alternatives such as W-2 Trial Job activities offered through the W-2 Agencies.

## **2. Describe the WDB’s policy for its ITA system including limits on duration and amount.**

The local area has had several years of experience operating almost exclusively with an ITA-type system of paying for training services. It will continue its current policy of generally paying 100% of the cost of up to two years (four semesters) of technical college or university training at an average cost of \$7,000 per person, but with exceptions available on an individual basis as determined by case managers. Among the exceptions are:

- training applicants on waiting lists for occupational training need to enroll in a variety of remedial, academic, pre-vocational or other preparatory courses at a training institution prior to accepted entry into a formal training program;
- Training applicants who experience conflicts with scheduling due to institutional changes and cancellations;
- training applicants who need to enter “approved training” (meaning training paid for by WIA) within the first sixteen weeks of receiving Unemployment Insurance; and
- training applicants whose WIA enrollment is coordinated with the time limits and other rules connected to Trade Adjustment Assistance benefits.

Further details are found in the local ITA Policy documents, which is available from NCWWDB staff upon request. The WDB does not require any post-secondary educational institutions to meet any other conditions or provide any additional information beyond the requirements set forth at the state level by DWD in its eligible training provider policies. It usually does, however, attempt to independently verify proprietary training providers’ claims concerning the qualitative and quantitative job placement results for their trainees.

The WDB’s Program Policy Committee reviews and approves requests at the WDA level. Under the initial year policy, the three local WTCS districts provided all data required for the vast majority of their training programs to be added to DWD’s statewide list of eligible training programs. Several UW training programs are also included. A smattering of proprietary training providers has also been added to the eligible training provider list in response to local requests.

## **3. Describe the WDB’s intent to use exceptions (contracts) instead of or in conjunction with the ITA system. Address the following questions as applicable.**

The WDB does not plan to use exceptions (contracts) either instead of or in conjunction with its ITA system.

### **a. Describe the WDB policies for OJT and customized training opportunities including the length and amount?**

If a future need for OJT should arise, perhaps because of a recession, the USDOL Technical Assistance Guide entitled “High-Performance OJT” will be used to govern its provision to help prevent misuse and abuse. In the meantime, Job Center staff will encourage employers seeking subsidies to pursue more affordable and less cumbersome alternatives such as W-2 Trial Job activities offered through the three local W-2 Agencies. Customized training opportunities, at least for the initial year of WIA, will be handled on a case-by-case basis.



**b. If a determination was made that there is an insufficient number of eligible providers? If so, describe how this determination was made and the process to be used in selecting providers under a contract for services.**

No, the WDB has made no determination that there is an insufficient number of eligible training providers.

**c. If the WDB intends to serve special participant populations that face multiple barriers to employment? If so, describe the criteria to be used to determine the demonstrated effectiveness of community-based organizations or other private organizations that serve these populations.**

No, in the context of justifying exceptional cases in which contracts rather than Individual Training Accounts would be used to provide training services, the WDB does not plan to employ contracting mechanisms to pay for the training services, even if CBOs or other private organizations might happen to be one of the training providers.

#### **4. Describe the Local Board policies for the following:**

**a. Required documentation for “need for training”. (WDBs are given flexibility to decide the documentation they wish to use to justify a participant’s “need for training”).**

At minimum, documentation of the need for training services will include:

- an *Individual Assessment* developed by a case manager (or on behalf of a case manager by a third party) which takes into account a variety of work-related attributes, including educational skills level and occupational abilities; and
- an *Individual Service Strategy*, developed jointly by a case manager and a participant, which includes an Individual Training Account as a necessary ingredient in the plan for a participant to attain economic self-sufficiency on behalf of his or her family.

#### **b. Needs Related Payments.**

Given the declining JTPA / WIA allocation base we witnessed for many years past and which is likely to continue for the foreseeable future, we do not expect to be able to afford to offer any Needs Related Payments.

**c. Does the WDB plan to submit a waiver application to provide training services?** If so, follow the requirements outlined in the WDBs as Local Service Providers Policy and Procedure.

No, the WDB does not plan to submit a waiver application to provide any training services.

#### **E. Youth Program**

**The U.S. Employment and Training Association, in collaboration with the U.S. Departments of Education, Health and Human Services, and Justice has developed a new strategic vision to more effectively serve out-of-school youth and those at risk of dropping out. These youth are an important part of the new workforce supply needed by businesses to fill vacancies in a knowledge-based economy.**

**WIA programs and services should serve as a catalyst to connect these youth, as well as other high risk youth (youth in or aging out of foster care, youth offenders, children of incarcerated parents, homeless youth, and migrant and seasonal farm worker youth), with quality secondary and post-secondary**

**educational opportunities and high-growth and other employment opportunities. WIA expects a comprehensive strategy of services to youth that includes multiple partners and strong connections to and integration into the Job Center System.**

**1. Describe the design framework for the local youth program:**

The WDA #6 follows the state's Design Framework for Assessment, ISS Development and Case management as follows:

**ASSESSMENT** – Currently most YSPs are using TABE for basic skills assessments. Many have been using WRAT Math and Job Corps Reading tests. This past year the Youth Council requested that YSPs find alternative assessment tools that will be acceptable for the Common Measures. We initially recommended TABE, but have since had second thoughts because it is cumbersome and time-consuming to administer. Another WDA uses ABLE and we are interested in learning more about it. We have asked the state TAT team to add training in Assessment tools to its agenda so we can make an informed decision on what assessment tools to use area-wide. In the mean time, WDA #6 is in a holding pattern on giving a firm directive to YSPs regarding which basic skills assessment tool to use. Two are using TABE and two are still using the old, obsolete testing tools, hoping that the directive from the Youth Council will be ABLE or something a bit more “user-friendly” than TABE.

Regarding Interest and career-related assessments, the entire WDA #6 team of youth service providers were given ample supply of O\*Net Interest Profiler and Work Importance Locator tools to use with youth. The providers like these tools and are using them. If the provider is not at a computer terminal when interviewing the youth, he/she has a hard copy of a Youth Assessment form to use See Attachment Y Youth Needs Assessment Form. It coincides with the fields in ASSET. ISS -- The Assessment form which WDA #6 uses is set up so that ISS goals flow directly out of the assessment answers. From this process, the youth and case manager develop the ISS. The Individual Service Strategy is documented in ASSET and a copy of the ISS form is printed out for appropriate signatures and filing in the youth's case file.

**CASE MANAGEMENT** – WDA #6 worked with Callahan Associates to develop a “Caseload Tracker” spreadsheet to use in aiding effective case management. After implementation of the process, YSPs found a number of issues with it and several YSPs have made modifications or created their own more “user-friendly” spread sheet system of tracking. Providers are sharing their versions at YSP meetings so we can then adapt as a best practice the one(s) that seem most effective. (We have quarterly Youth Service Provider meetings, which include training as well as information updates.) Case managers are also encouraged to input all of their case notes regarding clients into ASSET.

**a. How will it be integrated into the one-stop system?**

See the “Youth Connection” article in the attached Volume 1-Issue 4, July 2004 NCWWDB Newsletter for a summary of how WDA #6 is incorporating more youth-friendly service into its area Job Centers, including a photo of the new display, which has been distributed to all Job Centers in the area. For high school students, Job Center / One-Stop Center tours will continue being offered in most locations, especially for students in their senior year who are nearing entry into the job market. Some of these youth are likely to be among the most frequent users of JobNet services via the Internet, and are therefore likely to be among our future “continuing self-service customer” base, since young people tend to be very comfortable seeking information through personal computers.

Services will also be offered to 18-21 year-old high school completers who want to enter a training program or who want to gain unsubsidized employment. Job seeking / keeping skills, resume service,

interviewing techniques, job search and other employment skills training will be offered at no cost through the One-Stop Centers as part of our intensive services.

Older youth deemed appropriate by case managers through an individual assessment process for an Individual Training Account to attend a training activity may be provided that opportunity through the One-Stop Centers as a training service.

All Job Centers to date have been required to utilize the youth-oriented display/brochure-holder, referred to above and in the attached July 2004 NCWWDB Newsletter. The Northern Advantage Job Center in Rhinelander has established a separate "youth corner" designed for a youth-oriented appeal to customers. The CESA #5 WIA Youth Program is fully integrated as a partner in the Portage County Job Center in Stevens Point, and the Forward Service Corporation PAW area Youth Employability Skills Coordinator is integrated into the Adams County Job Center in the Mid-State Technical College branch campus in Adams-Friendship. In addition to being part of the display, the brochures which are part of the display, can stand alone and be used as a separate recruitment tool, especially for older youth. The first Brochure, "Need Money?...Learn How to Earn" describes the WIA program, who qualifies, the kinds of things youth can receive help with, online resources, and where to go for help, with the Job Center being a primary source. The second, companion brochure, entitled, "Where To Find the Help You Need..." lists all of the youth service providers in our area and how to contact them.

**b. How will this design coordinate with other youth programs such as foster care, education, welfare, school-to-work, youth apprenticeship programs, TANF youth programs and other relevant youth resources?**

School-to-work, tech prep and youth apprenticeship programs are provided by four different school-to-work consortia in WDA #6. In addition, WDA #6 has six Partners In Education organizations. Ties have been made with all of them and will continue to be strengthened under WIA. The WIA Youth Coordinator actively participates in consortia meetings and activities and has spearheaded the collaboration efforts among the various PIEs, beginning with inviting the Director of each of the area PIEs to become an active member of the Youth Council. Each of the active PIEs is now represented on the Youth Council. The Youth Coordinator has also spearheaded the creation of a collaborative, regional PIE website, which was created through a team of students at the University of Wisconsin, Stevens Point. ([www.ncwwdb.org/regionalpie/](http://www.ncwwdb.org/regionalpie/)) In addition, a Youth Council website was created which links to information regarding area tech prep and school-to-work programs, the PIEs, as well as describing WIA programs and policies and explaining the Youth council mission and goals ([www.ncwwdb.org/Youthcouncil](http://www.ncwwdb.org/Youthcouncil))

Staff from the WDA #6 administrative entity or staff of partner agencies serve on ~~the council~~ of the four school-to-work consortia. Links have been made between the four school-to-work (StW) consortia and the local Job Centers. Brochures are available in the job centers and consortium staff and school representatives have visited the job centers and some have held meetings there. Job fairs and conferences sponsored by both school-to-work consortiums and by job centers and partner agencies have created opportunities for school staff and the employment and training community to come together and share knowledge and ideas.

This past year, the NCWWDB collaborated with Partners in Education, the local technical college, area high school, and community organizations to sponsor a joint Business-Education Leadership Summit which was extremely well received and well attended. Grant funds were made available for several projects which exemplified collaboration among the various business and education entities, in the

process of youth development for our future workforce. These grantees will report back to the second annual Business –Education Leadership Summit which will be held October 12, 2005. Efforts will continue to be made to determine where S-t-W programs are best able to provide leadership opportunities for youth served under the WIA, as well as other opportunities for youth to gain academic credit and job seeking/keeping skills.

Coordination will continue with those agencies administering the W-2 and food stamp programs as well as agencies that provide services to youth with TANF funding. For Youth Service Providers that are located right within the One-Stops, such as Forward Service Corporation at the Rhinelander Northern Advantage office, referral and coordination is quite seamless. Serving youth who are recipients of public assistance or are children of individuals who receive public assistance is ~~will be~~ a high priority for WDA #6. Coordination ~~will~~ also provides the benefit of assisting WDA #6 in its recruitment of those youth who meet the definition of out-of-school youth.

**c. How will this design ensure coordination between other WIA Title I youth programs such as Job Corps?**

A dual referral process with the Job Corps and its national subcontractors will continue. Youth identified as appropriate for Job Corps residential training will continue being referred to the Job Corps and, following completion of the program, youth will be referred back from Job Corps to the One-Stop Centers for help in securing unsubsidized employment. The Job Corps also continues to be represented on the NCWWDB Youth Council.

**d. How will this framework ensure youth who are not eligible for WIA has access to youth services within the job center system?**

The NCWWDB has piloted two new coordination concepts in our area specifically aimed at helping youth improve their employability skills. Both projects involved the hiring and supervising of an Employability Skills Coordinator, on a contracted basis to develop job opportunities for youth among area businesses, and to link students, school districts, youth service providers and businesses in this collaborative effort. This program is benefiting ALL youth, not just WIA youth.

The two pilot programs target 1) Marathon County and 2) Portage, Adams and Wood (PAW) Counties. These coordinators are incorporating the area job center services into their collaboration mix, especially in the PAW pilot.

For the most part we expect youth services in the Job Centers to be largely self-service. There is a large overlap of information youth and adults need to make informed career choices, choose training programs and find a job. Self-service brochures of interest to youth, in addition to the ones already mentioned above, include: labor law information, child labor laws, private and public training programs, apprenticeship, youth apprenticeship, Job Corps, WI Conservation Corps, Upward Bound and the other TRIO programs, consumer report cards on training programs, all of the various “how-to” Job Center literature such as resume-writing and interviewing skills, and graduate placement reports from training providers. Access to JobNet and jobs over the Internet are ~~will be~~ a primary service. Job Centers ~~should~~ also issue work permits, distribute student financial aid information and applications, interest inventories, and information on local businesses and occupational trends and jobs of the future. Wherever possible, we encourage an on-site vocational counselor or other staff representative of the local technical college.

The business, labor, education, welfare, economic development, and job training communities have divergent missions, goals and visions, but their common goal is for society to produce well-trained and motivated young workers. The responsibility of training and educating youth to meet that definition falls to all of these partners. The Workforce Development Board is comprised of those partners so that those visions and goals can be made known and together decisions can be made so that the end result is a well-trained, motivated worker.

The Youth Council is comprised of youth experts who can better address the divergent needs of youth and the avenues available to address those needs. The Youth Council has a responsibility to inform the Workforce Development Board of these needs and how they can best be met under the concept of the WIA.

The Youth Council is specifically charged with addressing this strategic issue on behalf of the WDB: “Many people come to the workplace lacking fundamental work skills necessary for job success. These essential skills include basic reading, writing, grammar, and math (reading a ruler and counting change); a positive work ethic (punctuality, good attendance and high productivity); and soft skills (courtesy, ability to work in a team and take direction).”

## **2. Describe how the WDA will, in general, provides the youth program elements within the youth program design. In particular discuss the following:**

### **❑ Preparation for post-secondary educational opportunities;**

A wide range of written and electronic information related to post-secondary educational opportunities and related financial aid information will be found in the resource room of every local Job Center and as a link to the “Menu of Services” for each Job Center as it appears in JobNet. School guidance counselors as well as students will be encouraged to use this information.

Each of the Youth Service Providers does extensive counseling and activities with each youth around this subject. A common activity, after appropriate research, is a trip to in-state college campuses to learn about the strengths/weaknesses and advantages/disadvantages of each of the particular college options. In some cases, the YSP partners with other programs and services to offer post-secondary preparation. For instance, the Department of Public Instruction through its Early Identification Program, GEAR UP, Talent Search and Upward Bound programs also aids WIA youth. On April 13, 2005 DPI held its 2005 Recognition Banquet and in it 80 youth received Awards of Excellence, 78 received Awards of Outstanding Achievement, 21 received awards of Achievement, and 62 received Awards of Participation. Of the 62 High School Seniors participating in the EIP, all but five plan to go all to college (81%) and the other five are simply undecided at this point.

❑ **Strong linkages between academic and occupational learning;**

All three technical colleges in WDA #6 have representation on the Youth Council and an active voice and role in providing linkages between academic and occupational training for youth. Our area, through the Governor's Work-Based Learning Board's Youth Apprenticeship program, has some of the strongest youth apprentice participation in Wisconsin. (The North Central School-to-Career Partnership boasts the highest number of participants in the state.)

Our area has a high concentration of Partners In Education (PIE) organizations, which involve businesses, chambers, and school districts working together to provide youth with real world, hands-on experiences that directly relate the academics to occupations. Activities include classroom guest speakers from industry, job shadowing, service-learning projects, employability skills certificate program, cooperatives, and youth apprenticeships.

We are also implementing an Externship program that encourages and offers incentives area teachers to spend time in private industry to garner more "real-world" experiences to bring back to the classroom. Our WDA #6 has taken a leadership role in the state in collaborating with the Department of Public Instruction to offer the DPI's Wisconsin Employability Skills Certificate program to at-risk and alternative education youth. We are now asking youth service providers to use the pre and post ESC evaluation process in assessing all of their WIA youth's competence against 22 employability skills and ensure that at least 50% of their youth participants successfully complete the full program and are certified.

❑ **Preparation for unsubsidized employment opportunities;**

Paid and unpaid work experiences are made available in the public and/or private sectors for those youth needing basic work skills or a positive work experience. All youth participating in the Employability Skills Certificate program have a hands-on work experience. Job coaching is also used as a transitional tool into unsubsidized employment.

❑ **Effective linkages with intermediaries with strong employer connections;**

The Youth Council, as previously states, has effective linkages with intermediaries with strong employer connections and other youth employment resources including, but not limited to, business employers who are Partner In Education members, School-to-Career Partnerships through the area consortia, the Job Centers, Career Centers in many of the local high schools, and local economic development agencies. The following is an excerpt from one of our youth service provider's response to our PY 2004 request for proposal, outlining on a county-by-county basis, how they will provide the 10 WIA Program elements. The reason there is variation by county is because available resources vary by county. Our providers offer what they believe are the best possible resources to accomplish the WIA objectives in the counties they serve.

## 10 Program Elements by County

See attachment AA

### ❑ Alternative secondary school services;

Youth 14-18 the opportunity to earn a high school diploma or equivalency with the provision of a multitude of services offered by local middle, junior high and high schools. The North Central Technical College, one of the WDA #6 youth service providers, has a particularly strong focus on Alternative High School offerings and a very successful program. These programs leading to a high school diploma or its equivalency through local high schools and technical colleges can be utilized with little if any expense. Youth in need of a nontraditional school setting are served with programs offered in an alternative school setting.

### ❑ Summer employment opportunities;

Summer employment opportunities will **continue to** be made available to these youth, notably a paid work experience enabling students to learn job skills as well as good work habits and “work savvy”. Students who are working toward an Employability Skills Certificate, especially benefit from the summer employment experience, where they continue to stay connected with their case manager and continue to learn applied skills over the summer months.

### ❑ Paid and unpaid work experiences;

Paid or unpaid work experience positions will be made available in the public and/or private sectors for those youth needing basic work skills or a positive work experience.

### ❑ Occupational skill training;

Youth 18-21 years old will be able to participate in post secondary occupational skill training and customized training programs offered by local technical colleges and other eligible training providers.

### ❑ Leadership development opportunities;

Opportunities for youth to develop leadership skills are available in leadership camps and many other school programs tied to particular activities (athletics, foreign language etc.) Efforts necessary to learn of leadership opportunities and how to get appropriate youth into them involve accessing the proper individual(s) through proper school channels. Many of those contacts have been developed and nurtured over the years in WDA #6. Continuing to develop those ties and relationships in schools will be a priority and a challenge as schools have become more than a mere academic institution to its students. Trust must be built and maintained, and schools must understand the mission and goals of the WIA. Schools mainly will be the referral source and will be instrumental in making leadership opportunities available for in school youth. Many Chambers of Commerce are involved in recognizing the value of leadership activities for youth and sponsor activities and raise money to provide leadership programs. Although tuition is sometimes charged the students to partake, many times scholarships are available for low-income youth. The WIA may opt to fund tuition for these type activities.

Leadership opportunities for out-of-school youth are more problematic. An activity that in the past has been of benefit and provided leadership opportunities for out-of-school/at-risk individuals has been a tutoring program in which the at-risk group acts as tutors to younger youth. Another activity has youth providing community service projects. With these and all other leadership opportunities, it is recognized that the youth themselves need to be involved and instrumental in developing and designing these activities.

### ❑ Comprehensive guidance and counseling;

All eligible youth aged 14-21 will be able to receive guidance and counseling services. For in-school youth, those services will primarily take place through school counselors and through career centers that more and more schools are developing as a result of school-to-work activities and other efforts. For out-of-school youth, those guidance and counseling services will be available, at least on a limited basis, through our One-Stop Centers as an intensive service.

❑ **Supportive services**

Support services in the form of transportation, child care, work-related expenses and other areas will be provided as needed to enable youth to participate in intensive and training services. Written policies for support service provision have been developed individually by each of the ~~five~~ current youth service providers. These policies have been reviewed by NCWWDB staff to assure that they meet WIA requirements.

❑ **Follow-up services**

Follow-up services that will enable a youth to remain employed will be offered for no less than one year after employment begins or participation is completed.

**3. Youth Definitions**

a. Provide your local definition of the sixth youth eligibility criterion: “An individual who requires additional assistance to complete an educational program, or to secure and hold employment.”

The local definition of the sixth youth eligibility criterion is: “Based upon an objective assessment, an individual who requires additional assistance to successfully complete an approved educational program or needs additional assistance to secure and retain an employment position.”

**b. Provide your local definition of “deficient in basic literacy skills” criterion.**

Basic skills deficient youth are those who are chronologically above a 9<sup>th</sup> grade in school, yet score below a 9<sup>th</sup> grade level in reading and math competency.

1. The proposed WIA reauthorization law is placing an increased focus on serving out-of-school youth rather than in-school youth. Describe the process you will use to target services toward out-of-school youth.

**Youth service providers have been encouraged to focus their recruitment efforts on older and out-of-school youth. The new youth recruitment brochure, “Need Money?..” targets older and out-of-school youth for recruitment efforts.**

**The technical colleges also offer a link to out-of-school and older youth, to be more aggressively tapped.**

The final Federal Regulations provide that funds spent on behalf of youth who are out-of-school at the time of initial eligibility determination will be allowed to count toward the minimum 30% out-of-school youth expenditure requirement if such youth subsequently enroll in an alternative high school. This may be of benefit in helping us meet this requirement.

The local Youth Council and, in turn, the WDB itself and the LEOs require that at least 30% of the WIA Youth allocation is obligated specifically to serve the small Older Youth / out-of-school youth population. Service providers and the WDB staff track and report expenditures accordingly



**2. Describe how the WDB will target and serve youth most in need of services such as youth aging out of foster care, youth offenders, and others as listed above.**

The follow is an example of what CESA 5, the WDA #6 second largest Youth Service Provider, plans to do to target youth most in need:

“Work with the following to recruit at-risk/delinquent/foster care, etc kids:

- \* School-to-Work Coordinators/PIE Coordinators for recruitment of those who aren't eligible for STW program due to grades, credit deficiency, education level requirements (algebra, auto classes, etc.) and other STW criteria that limit who is eligible for Youth Apprenticeship etc.
  - \* Vocational Education Teachers to identify at-risk kids (e.g. Joan Trzinski is a VTS at Rosholt High School)
  - \* Alternative High Schools/Charter Schools
  - \* Technical Colleges/HSED programs and Academic Support Center
  - \* Probation and Parole (Youth and Adult)
  - \* Department of Health and Human Services (Social Services) to identify at-risk, foster care, etc. kids
  - \* Boys and Girls Club, YMCA and other Youth Organizations
  - \* School Counselors to identify at-risk, low-income kids
- \* Job Center referrals for older youth (19-21) and OSY youth. CESA wants to have such youth receive the "Need Money" brochure and CESA's screening form and access the Youth resources when they walk in to Wisconsin Rapids, Marshfield, and Stevens Point Job Center locations. We will educate the front desk staff on doing this and getting the completed screening forms to us.”

The following is an excerpt from a proposal by Forward Service Corporation as to what they will do to service this special needs population. (FSC is the largest youth service provider in WDA #6)

“The older youth may be unprepared for the world of work, lacking pre-employment skills and work-readiness skills that will be identified during an assessment process. In addition, youth often need motivation-building and goal-setting activities.

We will connect older youth into the one stop system, providing linkages to the labor market and to employers. Tours of the Resource Room and the Job Center are part of Forward Services orientation process for all of our older youth. The tour includes a stop at JobNet. All older youth are required to register on JobNet. FSC also informs youth about the partner agencies and services within the Job Center and community.

Youth may be referred to Job Center workshops such as job search strategies, resume development, interviewing skills and budgeting. Some youth, however, are not comfortable in a classroom setting. In these cases, the WIA case manager provides the same material on a one-on-one basis directly with the youth. The youth are also made aware of Job Center events including job fairs, and informational expos. FSC does this with mailings, personal contacts, and phone contacts. Such events are also incorporated into the client's ISS.

All older youth receive intensive case management. The WIA case managers meet with older youth customers regularly, either weekly or bi-weekly. This regular contact helps us establish rapport with the youth that leads to a strong relationship based on mutual trust. This trust allows the WIA case manager to quickly address any problems the youth is having before the

problem escalates any further. If a youth has not been heard from regularly, the case manager reaches out to the youth and keeps them engaged in WIA activities that will help them find and retain employment.

Most of our youth enter unemployed with very limited employment histories. For these youth, work experience is an important part of their labor market preparation. Our WIA case managers develop work experience opportunities for these youth that are tied to the youth's employment interests and aptitudes. Work experience provides an excellent forum for youth with little work history to develop their hard and soft skills. These youth are much more marketable after they have participated in a work experience placement. Many of our work sites use the work experience time period as an extra training and testing period after which the employer may permanently hire the youth. Forward Service assists youth in identifying and overcoming barriers to ensure successful employment. Childcare, transportation, lack of education, and lack of work readiness skills are some of the barriers that prevent successful 6-month employment. FSC focuses on helping the client overcome such barriers by providing WIA supportive services, programming, and/or referrals to other appropriate community agencies.

During the assessment process, aptitude, interest, and work value testing may be provided to determine the type of employment or career best suited for the client. By obtaining a good job match from the start, youth are more likely to achieve employment satisfaction and thus more likely to retain employment for a longer period of time. FSC may also provide occupational skills training for the older youth population to help them achieve a credential, a higher wage and higher skilled job.

FSC provides comprehensive follow-up to ensure that the participant is not facing new barriers to employment. If a barrier exists, the case manager will refer to the 10 program elements to help the client remove the barrier and continue in their employment.

6. Describe the criteria and process to be used in awarding grants for youth activities, including criteria to identify effective and ineffective youth activities and providers.

The youth service providers were issued a contract that spelled out expectations for PY 2004. The providers were then assessed against those contracts as to whether or not they met agreed upon expectations. If the provider failed to meet even one of the agreed upon expectations, that provider's area was open for competitive bid in the following Program year. A similar process will be used for the PY 2005 assessment of provider performance. In the proposal assessment process, a rating sheet and point system is used to evaluate each of the YSP proposals to ensure that proposals are being objectively assessed. (See attached example of PY 2004's scoring sheet.) The rating system is based on what the YSPs were asked to address in their proposals, as well as their performance in the current program year.

The WDB and LEOs issue a Request for Proposals, with demonstrated performance being a major criterion for awarding the funds. Agencies with experience in recruiting and providing services to out-of-school youth will be given preference in the award of funding to serve the Older Youth / out-of-school youth population.

E. New Service Delivery Strategies for WDAs Failing Performance Measures

1. Describe the design framework for the local youth program, including:

The WDA #6 follows the state's Design Framework for Assessment, ISS Development and Case management as follows:

ASSESSMENT – Currently most YSPs are using TABE for basic skill assessments. Many have been using WRAT Math and Job Corps Reading tests. This past year the Youth Council requested that YSPs find

alternative assessment tools that will be acceptable for the Common Measures. We initially recommended TABE, but have since had second thoughts because it is cumbersome and time-consuming to administer. Another WDA uses ABLE and we are interested in learning more about it. We have asked the state TAT team to add training in Assessment tools to its agenda so we can make an informal decision on what assessment tools to use area-wide. In the mean time, WDA #6 is in a holding pattern on giving a firm directive to YSPs regarding which basic skills assessment tool to use. Two are using TABE and two are still using the old, obsolete testing tools, hoping that the directive from the Youth Council will be ABLE or something a bit more “user-friendly” than TABE.

Regarding Interest and career-related assessments, the entire WDA #6 team of youth service providers were given ample supply of O\*Net Interest Profiler and Work Importance Locator tools to use with youth. The providers like this tool and are using it.

If the provider is not a computer terminal when interviewing the youth, he/she has a hard copy of a Youth Assessment form to use. It coincides with the fields in ASSET.

ISS – The Assessment form which WDA #6 uses is set up so that ISS goals flow directly out of the assessment answers. From this process, the youth and case manager develop the ISS.

CASE MANAGEMENT – WDA #6 worked with Callahan Associates to develop a “Caseload Tracker” spreadsheet to use in aiding effective case management. After implementation of the process, YSPs found a number of issues with it and several YSPs have made modifications or created their own more “user-friendly” spreadsheet system of tracking. Providers are sharing their versions at YSP meetings so we can then adapt as a best practice the one(s) that seem most effective. (We have quarterly Youth Service Provider meetings, which include training as well as information updates.)

**a. How will it be integrated into the one-stop system?**

For high school students, Job Center / One-Stop Center tours will continue being offered in most locations, especially for students in their senior year who are nearing entry into the job market. Some of these youth are likely to be among the most frequent users of JobNet services via the Internet, and are therefore likely to be among our future “continuing self-service customer” base, since young people tend to be very comfortable seeking information through personal computers.

Services will also be offered to 18-21 year-old high school completers who want to enter a training program or who want to gain unsubsidized employment. Job seeking / keeping skills, resume service, interviewing techniques, job search and other employment skills training will be offered at no cost through the One-Stop Centers as part of our intensive services. Older youth deemed appropriate by case managers through an individual assessment process for an Individual Training Account to attend a training activity may be provided that opportunity through the One-Stop Centers as a training service.

All Job Centers to date have been required to utilize a youth-oriented display/brochure-holder, and the Northern Advantage Job Center in Rhinelander has established a separate “youth corner” designed for a youth-oriented appeal to customers. The CESA #5 WIA Youth Program is fully integrated as a partner in the Portage County Job Center in Stevens Point, and the Forward Service Corporation PAW area Youth Employability Skills Coordinator is integrated into the Adams County Job Center in the Mid-State Technical College branch campus in Adams-Friendship.

**b. How will this design coordinate with other youth programs such as foster care, education, welfare, school-to-work, youth apprenticeship programs, TANF youth programs and other relevant youth resources?**

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Staff from the WDA #6 administrative entity or staff of partner agencies serve on the council of the four school-to-work consortia. Links have been made between the four school-to-work (StW) consortia and the local Job Centers. Brochures are available in the job centers and consortium staff and school representatives have visited the job centers and some have held meetings there. Job fairs and conferences sponsored by both school-to-work consortiums and by job centers and partner agencies have created opportunities for school staff and the employment and training community to come together and share knowledge and ideas. A joint conference sponsored by both the StW Consortia and partner agencies will be considered in the future. Increased cooperation between the StW Consortia and partner agencies may also provide an avenue for recruitment efforts for potential youth to be served under WIA. Schools will provide major access to both in-school students as well as dropouts. While each high school in WDA #6 has been utilized one way or another by agencies providing services to youth, efforts in working with individual schools could become more unified by working with the local StW Consortia.

Efforts will also be made to determine if S-t-W programs might be able to provide leadership opportunities for youth served under the WIA, as well as other opportunities for youth to gain academic credit and job seeking/keeping skills.

Coordination will continue with those agencies administering the W-2 and food stamp programs as well as agencies that provide services to youth with TANF funding. Serving youth who are recipients of public assistance or are children of individuals who receive public assistance will be a high priority for WDA #6. By coordinating efforts with W-2 agencies, programs and activities can be developed using WIA funding and W-2 funds including community reinvestment dollars that best meet the needs of those WIA/TANF eligible youth. Coordination will also provide the benefit of assisting WDA #6 in its recruitment of those youth who meet the definition of out-of-school youth.

**c. How will this design ensure coordination between other WIA Title I youth programs such as Job Corps?**

A dual referral process with the Job Corps and its national subcontractors will continue. Youth identified as appropriate for Job Corps residential training will continue being referred to the Job Corps and, following completion of the program, youth will be referred back from Job Corps to the One-Stop Centers for help in securing unsubsidized employment.

**d. How will this framework ensure youth who are not eligible for WIA has access to youth services within the job center system?**

For the most part we expect youth services in the Job Centers to be largely self-service. There is a large overlap of information youth and adults need to make informed career choices, choose training programs and find a job. Self-service brochures of interest to youth which we expect area Job Centers to have available include: labor law information, child labor laws, private and public training programs, apprenticeship, youth apprenticeship, Job Corps, WI Conservation Corps, Upward Bound and the other TRIO programs, consumer report cards on training programs, and graduate placement reports from training providers. Access to JobNet and jobs over the Internet will be a primary service. Job Centers should also be able to issue work permits, and be able to distribute student financial aid information and applications, interest inventories, and information on local businesses and occupational trends and jobs of the future. To the greatest extent possible, we would also like to see an on-site vocational counselor or other staff representative of the local technical college.

The business, labor, education, welfare, economic development, and job training communities have divergent missions, goals and visions, but their common goal is for society to produce well-trained and motivated young workers. The responsibility of training and educating youth to meet that definition falls to all of these partners. The Job Center partners will develop relationships with those other entities and become knowledgeable of their visions and goals in order to provide services to youth that are compatible with these visions and goals. The Workforce Development Board is comprised of those partners so that those visions and goals can be made known and together decisions can be made so that the end result is a well-trained, motivated worker. The Youth Council is comprised of youth experts who can better address the divergent needs of youth and the avenues available to address those needs. The Youth Council has a responsibility to inform the Workforce Development Board of these needs and how they can best be met under the concept of the WIA.

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**2. Describe how the WDA will, in general, provides the youth program elements within the youth program design. In particular discuss the following:**

- **Preparation for post-secondary educational opportunities;**

A wide range of written and electronic information related to post-secondary educational opportunities and related financial aid information will be found in the resource room of every local Job Center and as a link to the “Menu of Services” for each Job Center as it appears in Job Net. School guidance counselors as well as students will be encouraged to use this information.

- **Strong linkages between academic and occupational learning;**

The local Youth Council, working in collaboration with the WI Department of Public Instruction, has developed an “Employability Skills Certificate Portfolio Program”.

Its method is to utilize both the classroom and the workplace for teaching complementary skills, attitudes and behaviors valued by employers.

It produces certificates demonstrating to employers that youth have successfully gained such knowledge, and is able to apply it successfully in the workplace to the satisfaction of teachers, supervisors and/or case managers.

- **Preparation for unsubsidized employment opportunities;**

Paid or unpaid work experience positions will be made available in the public and/or private sectors for those youth needing basic work skills or a positive work experience. Job coaching may be used as a transitional tool into unsubsidized employment.

- **Effective linkages with intermediaries with strong employer connections;**

The Youth Council will form effective linkages with intermediaries with strong employer connections and other youth employment resources including, but not limited to, Career Centers in many of the local high schools, and local economic development agencies.

- **Alternative secondary school services;**

Youth 14-18 will have an opportunity to earn a high school diploma or equivalency with the provision of a multitude of services offered by local middle, junior high and high schools. Programs leading to a high school diploma or its equivalency through local high schools and technical colleges can be utilized with little if any expense. Youth in need of a nontraditional school setting can be served with programs offered in an alternative school setting.

- **Summer employment opportunities;**

Summer employment opportunities will be made available to these youth, notably a paid work experience enabling students to learn job skills as well as good work habits and “work savvy”.

- **Paid and unpaid work experiences;**

Paid or unpaid work experience positions will be made available in the public and/or private sectors for those youth needing basic work skills or a positive work experience.

- **Occupational skill training;**

Youth 18-21 years old will be able to participate in post secondary occupational skill training and customized training programs offered by local technical colleges and other eligible training providers.

- **Leadership development opportunities;**

Opportunities for youth to develop leadership skills are available in leadership camps and many other school programs tied to particular activities (athletics, foreign language etc.) Efforts necessary to learn of leadership opportunities and how to get appropriate youth into them involve accessing the proper individual(s) through proper school channels. Many of those contacts have been developed and nurtured over the years in WDA #6. Continuing to develop those ties and relationships in schools will be a priority and a challenge as schools have become more than a mere academic institution to its students. Trust must be built and maintained, and schools must understand the mission and goals of the WIA. Schools mainly will be the referral source and will be instrumental in making leadership opportunities available for in school youth. Many Chambers of Commerce are involved in recognizing the value of leadership activities for youth and sponsor activities and raise money to provide leadership programs. Although tuition is sometimes charged the students to partake, many times scholarships are available for low-income youth. The WIA may opt to fund tuition for these type activities.

Leadership opportunities for out-of-school youth are more problematic. An activity that in the past has been of benefit and provided leadership opportunities for out-of-school/at-risk individuals has been a tutoring program in which the at-risk group acts as tutors to younger youth. Another activity has youth providing community service projects. With these and all other leadership opportunities, it is recognized that the youth themselves need to be involved and instrumental in developing and designing these activities.

- **Comprehensive guidance and counseling;**

All eligible youth aged 14-21 will be able to receive guidance and counseling services. For in-school youth, those services will primarily take place through school counselors and through career centers that more and more schools are developing as a result of school-to-work activities and other efforts. For out-of-school youth, those guidance and counseling services will be available, at least on a limited basis, through our One-Stop Centers as an intensive service.

- **Supportive services**

Support services in the form of transportation, child care, work-related expenses and other areas will be provided as needed to enable youth to participate in intensive and training services. Written policies for support service provision have been developed individually by each of the current youth service providers. These policies have been reviewed by NCWWDB staff to assure that they meet WIA requirements.

- **Follow-up services**

Follow-up services that will enable a youth to remain employed will be offered for no less than one year after employment begins or participation is completed.

### **3. Youth Definitions**

**a. Provide your local definition of the sixth youth eligibility criterion: “An individual who requires additional assistance to complete an educational program, or to secure and hold employment.”**

The local definition of the sixth youth eligibility criterion is: “Based upon an objective assessment, an individual who requires additional assistance to successfully complete an approved educational program or needs additional assistance to secure and retain an employment position.”

#### **E. New Service Delivery Strategies for WDAs Failing Performance Measures**

**As required by WIA, WDBs that have failed the same performance measure for more than one year must highlight any new or innovative service delivery strategies the WDB has engaged in or is planning to implement to maximize resources, increase service levels, improve service quality, achieve better integration, improve performance levels, or meet other goals. Include in your description the initiative’s general design, anticipated outcomes, partners involved, and funds leveraged.**

We met our performance measures for PY03 and are meeting them to date.

#### **F. Strategies for Faith-based and Community Organizations.**

- 1. Describe those activities to be undertaken to increase the opportunities for participation of faith-based and community organizations as committed and active partners in the One-Stop delivery system.**

NCWWDB wrote and was granted a FBCO grant in 2003. This grant supported work with eleven community organizations. The grant has discontinued but the networking and partnerships continue. Currently NCWWDB is facilitating a group of 36 service providers to identify the needs, meet the needs, and strategize the gaps in service for the emerging Latino population in central Wisconsin.

- 2. Describe those activities to be undertaken to expand the access of faith-based and community organizations' clients and customers to the services offered by the One-Stops in the State.**

NCWWDB will continue to work with the local FCBO organizations by having them service on the NCWWD Board, facilitating the Latino grassroots provider group, and organizing around workforce issues.

### **VII. Service Providers and Oversight**

#### **A. Selection of Service Providers**

- 1. Describe the process the WDB will use to select service providers for the following types of services:**
  - a. Core Services- Encouragement by all mandatory partners to participate in signing a MOU as a partner in the OSO.
  - b. Intensive Services-- Use of a RFP giving right of first refusal to those that have met grant agreement expectations.
  - c. Youth Services- Use of a RFP giving right of first refusal to those that have met grant agreement expectations.
- 2. Describe how and where the services will be provided and who will provide them for the following types of services:**

This will be established by the OSO that resumes as of 7.1.05 maintaining at the least one comprehensive center and providing access to all citizens in the nine counties.

- 3. Provide an organizational chart showing staff and administration of all service providers for the following types of services:**
  - a. Core Services
  - b. Intensive Services

**c. Youth Services**

**See Attachment Z One Stop Definition**

**B. Oversight and Training of Service Providers**

- 1. Describe the monitoring and oversight procedures the WDB uses.**
- 2. Describe how staff providing services are trained in use of the ASSET system and the WIA program.**
- 3. Describe local processes for monitoring and ensuring timely and comprehensive entry of participant information in the ASSET system.**
- 4. Describe any local data systems in use to record and track participants.**

NCWWDB staffs an adult and a youth coordinator to monitor, orientate, and coach all service providers and their staff. Service Providers are given timely communication via email on updates and changes to policy and procedures; quarterly training meetings are held; and all providers are encouraged to attend state TAT and other educational offerings.

Coordinators do yearly on site monitoring as well as on-going contact through activities and projects.

**VIII. Performance and Accountability**

**Increased performance accountability is a central feature of WIA and remains a strategic priority for the DOL. DOL has developed a set of performance measures for federally funded employment and training programs. These measures are intended to help describe the core purposes of the workforce system: how many people found jobs; how many stayed employed; and earnings increase.**

**It is DOL's intent to begin data collection in support of these performance measures to the extent feasible effective July 1, 2005, for Program Year 2005. DOL will be publishing proposed reporting and recordkeeping requirements for the measures in a future *Federal Register* Notice.**

**WIA requires the negotiation of core performance indicators for WIA Title I services for adults, dislocated workers, youth aged 19 - 21 and youth aged 14 - 18. DWD will negotiate local performance levels with each WDB and state levels with the DOL. The negotiations between DWD and DOL will impact local performance levels. Resources to assist in determining local performance levels are available on the DWD/WIA website.**

- A. If the WDB has developed performance standards, in addition to those required by WIA, what criteria were used to develop these local area performance standards? Describe how these standards will be evaluated and corrective actions that will be taken if the performance falls short of expectations. NONE**
- B. Describe the local area's continuous improvement activities and how performance data will contribute toward this process.**

All providers are monitored continually according to their results by NCWWDB coordinators or in the case of the dislocated worker program their manager. Reports are continually reviewed and coaching is prompted as a result of this process. Quarterly performance results are reviewed and discussed at the quarterly provider meetings as well. The WDB will attempt to learn and apply applicable portions of the "Bald ridge principles" for quality and satisfaction improvement, and the LEOs will help implement applicable ideas from the Government Performance Results Act on our regional level. The WDB staff will continue distributing state and regional Job Center customer usage and satisfaction results as measured by WI DWD/DWE to WDB members and Leos. The WDB staff will also distribute annual WIA performance results to WDB members and LEOs.



- C. **Based on Dowd's research, post-exit employment data from Program Years 2001-2003 shows that WIA Title 1 participants are successful in obtaining employment, but are not as successful in retaining employment. Some WDAs show a 30-50% drop in employed participants from the third to fifth quarter after exit. This phenomenon impacts nearly all performance measures, but is particularly detrimental to the Adult 6 Months Earnings Change measure. As a result, retention strategies are a key performance theme.**  
**Provide a detailed description on how you are focusing your follow-up services to emphasize retention strategies, or how you have changed or plan to change your program services that are provided during program participation to ensure retention success before participants exit the program and become harder to reach.**

Based on DWD's research, post-exit employment data from Program Years 2001-2003 shows that WIA Title 1 participants are successful in obtaining employment, but are not as successful in retaining employment. Some WDAs show a 30-50% drop in employed participants from the third to fifth quarter after exit. This phenomenon impacts nearly all performance measures, but is particularly detrimental to the Adult 6 Months Earnings Change measure. As a result, retention strategies are a key performance theme.

### **VIII. Assurances and Signatures**

- 1) The WDB including the chief elected official of the area and providers receiving funds under Title I of the Workforce Investment Act will comply with the fiscal controls established in Section 184 of WIA.
- 2) The WDB and the chief elected official assure that they will comply with the nondiscrimination provisions of WIA Section 188, including an assurance that a Method of Administration has been developed and implemented.
- 3) The WDB assures that it will collect and maintain data necessary to show compliance with the nondiscrimination provisions of WIA Section 188.
- 4) The WDB assures that veterans will be afforded employment and training opportunities authorized in Section 134 of WIA.
- 5) The WDB assures that all WIA participants will be exposed to the full range of career choices including orienting and exposing women to training and jobs with family supporting wages that traditionally women have not held.
- 6) The WDB assures that no funds received under the Workforce Investment Act will be used to assist, promote or deter union organizing.
- 7) The WDB assures that it will comply with Section 504 of the Rehabilitation Act of 1973 and the Americans with Disabilities Act of 1990.
- 8) The WDB assures that it has developed this plan in consultation with the business community, labor organizations and required partners.
- 9) The WDB assures that funds will be spent in accordance with the Workforce Investment Act legislation, regulations, written Department of Labor guidance, and all other applicable federal and state laws.

**This plan has been developed for the North Central WI Workforce Development Area in accordance with the terms of the Workforce Investment Act.**

**Approved for the Workforce Development Board by the WDB Chair, and approved for the Counties of the Workforce Development Area by the Local Elected Officials on this 29<sup>th</sup> day of April, 2005:**

**Adams County**

**Oneida County**

By: \_\_\_\_\_

By: \_\_\_\_\_

Board Chairperson or Designee

Board Chairperson or Designee

**Forest County**

**Portage County**

By: \_\_\_\_\_

By: \_\_\_\_\_

Board Chairperson or Designee

Board Chairperson or Designee

**Langlade County**

**Vilas County**

By: \_\_\_\_\_

By: \_\_\_\_\_

Board Chairperson or Designee

Board Chairperson or Designee

**Lincoln County**

**Wood County**

By: \_\_\_\_\_

By: \_\_\_\_\_

Board Chairperson or Designee

Board Chairperson or Designee

**Marathon County**

**North Central WI WDB**

By: \_\_\_\_\_

By: \_\_\_\_\_

Board Chairperson or Designee

WDB Chairperson or Designee

**Attachment A**  
**North Central WI Workforce Development Board**  
**Strategic Plan**

**North Central Wisconsin**  
**Workforce Development Board**

**Strategic Plan**

**January 13, 2005**

## **INTRODUCTION**

Strategic planning focuses on the key issues that provide direction for an organization, including its purpose, mission, and core values.

This plan has been developed to communicate new emphasis and priorities for the North Central Wisconsin Workforce Development Board for the next three years. It defines our purpose, establishes our mission, articulates our core values, and presents a new vision for the organization. Strategic issues and goals have also been included.

While the strategic planning process sets priorities to ensure a disciplined approach to accomplishing goals within allocated resources, the plan itself needs to be dynamic. It must be able to respond to the needs of a changing environment. Thus, while our purpose, mission, and core values reflect who we are today, our goals and priorities will likely change as the environment in which we operate changes.

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North Central Wisconsin Workforce Development Board ■ Strategic Plan 2005-2008

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## **VISION and MISSION**

Our **vision** for the future captures our aspirations and hopes for the next three years. It is a picture of what we want to see when we complete our mission. Our vision is designed to challenge us and help us become the best that we can be as an organization.

## Our Vision

Be known as the leader to partner with government, business and local agencies to achieve a quality workforce and thriving economy that produces a high per capita income and a lower poverty rate through an integrated service delivery system.

Our **mission** is a clear and compelling overall goal that serves as a focal point of our effort. Unlike purpose, which is never achieved, our missions should be achievable by the end of three years.

## Our Mission

To create the highest quality of life in our communities by focusing on solutions to workforce development issues.

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North Central Wisconsin Workforce Development Board ■ Strategic Plan 2005-2008

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## Guiding Principles & Core Values

### Guiding Principles

*Guiding principles are principles in which we stand. They will help to guide us in making decisions. They will never be compromised.*

- We value identifying individual potential and investing in human development
- We champion collaboration and innovation
- We value diversity
- We value flexibility and integrity
- We value a high-quality standard of life for all

### Core Values

*Core values are objectives that are attainable. NCWWDB must strive to accomplish these objectives.*

- A strong work ethic and soft skills are an identifiable part of the workforce
- We have an equitable process to allocate our financial resources
- Our workforce is motivated toward self-sustaining growth and lifelong learning
- Our educational system and community value promotes all types of career opportunities



## NCWWDB Strategies for 2005-2008

### Communications Committee

### Workforce Systems Committee Program Policy Committee

### Youth Council

**Vision:** *Be known as the leader to partner with government, business and local agencies to achieve a quality workforce and thriving economy that produces a high per capita income and a lower poverty rate through an integrated service delivery system.*

**Mission:** *To create the highest quality of life in our communities by focusing on solutions to workforce development issues.*

1. **Develop a demand driven feedback mechanism for our Board and customers to determine what improvements need to be made.**
  - a. Develop web feedback/surveys that identify outcome needed for change.
  - b. Work with JACE and OSO Business Services to conduct employer focus groups.
2. **Improve the understanding of NCWWDB's role and increase the presence in the communities NCWWDB serves.**
  - a. Increase usage of area media.
  - b. Increasing awareness of the image of NCWWDB.
  - c. Attend/set up NCWWDB display booth at businesses networking events throughout the year.
3. **Increase NCWWDB's presence in the nine-county area through collaborative strategic planning, program development, and implementation with economic development and education.**
  - a. Increase collaboration and involvement with the industry and business community to establish employment growth needs by communicating available data.
  - b. Address and communicate the dilemma of more jobs and more poverty through further investigation of data used.
  - c. Help small and medium employers expand by increasing awareness of business services available through the one-stop system.
4. **Influence state, federal and local change toward NCWWDB's vision, strategies, and scorecard metrics.**
  - a. Encourage continuing education for incumbent workers by participating in school-to-work partnerships, cluster activities and skill gap identification.
  - b. Promote coordination of state-wide systems through participation in WWDA, WAJTE, AHEC, WI Forward, and the governor's task forces.
5. **Foster collaboration among youth development entities.**
  - a. STW Consortia, PIEs & WIA youth service providers working together to reduce redundancy & increase consistency of program delivery over the next three years.
6. **Help youth gain employability (soft) skills.**
  - a. Reduce the amount of time for a youth to be qualified to enter the workforce.
  - b. At least 50% of youth enrolled in WIA programs will be certified in the Wisconsin Employability Skills Certificate Program.
7. **Provide career exploration opportunities for youth.**

- a. Promote the establishment of a health career resource center.
  - b. Identify further resources to increase participation for youth in career shadowing, on-the-job training, and other career workshops and camps.
- 8. Ensure access to quality employment and training throughout WDA #6 to all customers in our nine counties.**
  - a. Apply the definition of the comprehensive job center, the mission of NCWWDB, and other board strategies to update the OSO business plan.
  - b. Gain OSO consensus on consistent services and the delivery infrastructure of our WDA.
- 9. Identify & inform the board of the impact of resources that relate to the services provided.**
  - a. The board will be informed of legislative policy changes and service provider reports through quarterly meetings.
- 10. Utilize WDA #6 Resources (Money, Time, and Technology) efficiently & effectively.**
  - a. Continue to meet and strive to exceed the Performance Standards.



**Strategic Planning Session  
January 13, 2005  
Strategy Brainstorming**

1. Using our resources efficiently
2. Increase involvement with employers
3. Influence & educate legislators of the healthcare costs & diversity of our workforce
4. Continue to improve NCWWDB's image & presence
5. Help small & medium employers expand
6. Continue to expand our use of technology for service delivery area
7. How do we market Workforce Development Boards & services to business/employers?
8. Develop WDA #6 as a "Medical Training Center."
9. Developing the same regions for all federal funding
10. Develop more "4 year" educational opportunities
11. Continuous recruitment of board members
12. support increase of minimum wage
13. How to handle the transition from manufacturing to a service-based industry
14. Keeping our educated people at home – brain drain
15. What can we do to continue the education and retention of people trained in medical profession?
16. Get youth more involved at a younger age in work-based – skill certificate programs
17. Influence the public, legislatures and other decision makers to meet needs of WDA #6 to work toward vision
18. Develop long-term plan to ID right size job centers & funding
  - a. Provide continuing education for all staff of Job Center partners
  - b. Define a comprehensive Job Center
  - c. Establish appropriate relationships with all mandatory partners
  - d. Communicate regularly to Program Policy Committee the impact of changes in funding and resources as it relates to the existing and/or emerging palate of services.
19. Focus intensive business services on high wage/high growth health & manufacturing jobs

20. Streamline current process for training
21. Educate/assist employers to obtain/retain employers
22. Increase collaboration with industry and business community to establish growth needs
23. Recruit “new” mandatory WIA partners – bring into Job Centers
24. Encourage continuing education for:
  - a. Agency employees
  - b. Employers
  - c. Current Workers
25. Address the dilemma of more jobs and more poverty, i.e. “the working poor”
  - a. Expand upon use of scorecard to include more complete information on poverty
26. Seek new funding streams
27. Seek funding to
  - a. Evaluate job seeker skills to better match employer needs
  - b. Develop employment/internship/apprenticeship activities – with employers/education facilities to prepare employees for high demand jobs
28. Foster Collaboration
  - a. Regional meeting with all PIE directors
  - b. Create forums for continued collaboration among youth development entities & expand relationships
  - c. Support a “call to parents” & service learning
  - d. Annualize Business-Education Leadership Summit
29. Employability Skills Certificate Goals
  - a. In-service Training for providers, employers and youth employees
    - i. Teach responsibility, punctuality, self-esteem
  - b. Simplify ESC Program
  - c. Encourage high schools to teach soft and work skills
  - d. Educate employer as well as employee
30. Work with Jake3 and OSO Business Services to conduct Employer Focus Groups
31. Collaborate OSO Business Services and Communications for single public relations campaign
32. Obtain money for staff to outreach to employers
33. Balance the resource based upon needs for core, intensive and training services to serve most needy and ready
34. Award businesses who take a proactive approach to mentoring youth and helping them to succeed
35. Encourage businesses to look into alternative work environments (work-at-home, flex-time, job-sharing)
36. Help employers recognize different work habits of different generations
37. Identify & Inform the Board of the impact of resources that relate to the services provided
  - a. The Board will be informed of legislative policy changes and service provider reports through quarterly meetings
38. Quantify ROI on job centers and services provided – need to sell what we offer
39. Promote diversity – accept those who are from different ethnic backgrounds in our communities & work places
40. Train for jobs that are needed in our area
41. Understand/disseminate employer surveys compiled by various agencies/counties relating to job needs, salaries, etc
42. Increase coordination/collaboration with school-to-work, tech colleges, HS & other youth providers to attract youth to Job Centers & the resources available to help them improve their skill sets, marketability & help meet local business needs
43. Further develop & use existing scorecard

44. Entice mandatory partners to support Job Centers to streamline access to services
45. Promote coordination of state-wide systems
46. Market the role of Job Centers to everyone
47. Seek additional funding and/or processes to meet healthcare needs
48. Use Technology to:
  - a. Help youth gain occupational skills while still in high school
    - i. Virtual courses from tech college to HS
    - ii. Website – to communicate
49. Service Providers Performance
  - a. Meet performance standards
  - b. Expansion of services
  - c. Consistency of services being provided in 10 common areas



## JANUARY 13, 2005 STRATEGIC PLANNING EVALUATION RESULTS

1. What was the best part of the day?
  - Cookies and lunch were great
  - Everything
  - Open communication of issues
  - The opportunity to meet and share ideas with others
  - A cross-functional approach to problem solving
  - Overhead information
  - Identifying some basic understanding of the NCWWDB and how I can contribute
  - Discussion within committees
  - PM – coming up with strategies
  - For me, all of the players (and their roles) involved finally came together and made sense to me
  - Opportunity to network with some of my fellow board members
  - In depth discussion of critical concerns & challenges of the Board
  - Dialogue with the members of the Board
  - The whole session was very informative
  - The interaction
  - Seeing the accomplishments, etc of the various committees
  - The end of the committee brainstorming
  - Overview from Sally
  - Discussion and productivity of our group
  - Lunch & the chicken
  - Lots of great ideas circulating
  - Talking with partners
  - Talking with peers about difficult issues. Helps to get together face-to-face and engage in dialogue. It was a great day.
  - Brainstorming



2. What was the worse part of the day?
  - Sitting in, trying to wear Cindy's "hat"
  - Nothing
  - Can't think of any
  - None
  - Some of the objectives were unclear, thus resulting in some wasted time
  - Lack of clarity on early assignment
  - AM – Too long of preparedness – not enough time to come up with strategies
  - There wasn't a worse part
  - Really wasn't any
  - Not enough time available
  - Nothing
  - The beginning of the committee brainstorming
  - Nothing, it was a great day!
  - Was there a worst part?
  - Presentation was too long
  
3. What didn't we discuss that we should have?
  - Not sure
  - More about health care issues and education issues
  - Discussion of how to attract and keep a list of potential board members
  - Manufacturing workforce to service orientated
  - Basic issues that address job creation, economic stability, etc – minimum wage, political means to push for money for area, for targeted training
  - Ways that OSO could approach Job Center evaluations as they may be too close to it.
  - Would have like to see discussion on how the board could become more integrated with the various state agencies, i.e. Department of Commerce, Governor's Office, etc.
  - More "where do we go from here" discussion
  - What the next steps are
  - Organize to seek funding – who? How?
  - How to address women's/poverty issues more
  - At some point, it would be good for us to address the poverty issues – really understand what is happening our area
  - Excellent process – I don't think we missed anything
  - Don't know
  
4. What didn't we do that we should have?
  - Nothing
  - No problems
  - Basic issues that address job creation, economic stability, etc – minimum wage, political means to push for money for area, for targeted training
  - Have more time for interaction with others than those involved in your committee
  - Include pre-comments from people who couldn't attend
  - I thought that we might visit the committee structure. It seems that if OSO is a sub-committee of Program Policy, that Program Policy would be directly the work of OSO.
  - Don't know
  
5. How well was the day facilitated?

- Very well – good job Sally!
- Great
- Excellent!
- Well – 4 on a scale of 1-5. We struggled to identify what “is” the current state of the NCWWDB, however the remainder of the day improved
- Well. Kept on track and on time
- Well
- Very, very well done
- Good to have a staff member at each table
- Above average
- Very well
- Pretty good
- Very well
- Great job!
- Excellent
- Extremely well! Plus you have a wonderful ability to make it fun!
- Very well – kept moving – well orchestrated

6. Overall, how constructive was the day?

- I found it very interesting and gained more knowledge of what the committees are responsible for
- Very
- Very good day – best that I have attended
- Very much so
- Helpful for me as a new member
- Good. Identified some basic issues
- It was fine yet felt rushed
- Day was very well spent – Thank you!
- Scale of 1 – 10, 8.75
- Scale of 1 – 10, 8
- It gave direction for the year
- I am very new to this and I thought today’s session was very informative and educational for me.
- Very valuable day
- I learned more about the Board – purpose, etc – today than in any other meeting
- Very
- Very constructive
- Very – learned a lot
- Worthwhile day
- Lots of work was done. It was a day well spent
- Seemed to effectively develop a work plan. Now we need to have some way to facilitate reporting of progress

Other Comments:

- Very good
- Great staff
- Good session
- Don’t know how I would have changed it – but wasn’t super charged
- I am very optimistic about the future of WDA #6 and our board
- Was well worth the time
- Much work remains for the committees
- Good lunch!



## Attachment B

### NCWWDB Performance Scorecard

#### Performance Score Card 2005 I Quarter

*To create an unparalleled quality of life in our communities by focusing on solutions to workforce development issues that will be mutually beneficial to workers and employers.*

NCWWDB is striving to Increase	Measured by	Baseline Measure 2004-I Qtr	Previous IV Qtr 2004	Status % of increase
People served at all eight Job Centers	Job Center <u>Quarterly</u> Overview Reports of People contacts	89,453 people January 2004	23% 109,765	29% 115,109
WIA Title I-B Performance Standards-	WIA <u>Annually</u> Reports compared from one year to the next over time from Asset records PY 03	Exceeded 8 Meet 4 Fail 3 15/3 80%	Exceeded 14 Meet 3 Fail 0 17/0	Exceeded 15 Meet 2 Fail 0 17/0
Number of partners working with the NCWWDB and its service providers	Reported by MOU -memorandum of understanding on file, grant letters of support, and institution/business that become partners in projects/grants <u>Annually</u>	January 2004 15	0% 15	133% 35
Proportion of people in the nine counties living above poverty	DHFS- Medical Assistance, Food Stamps, W2, & Child Care Statistics <u>Quarterly</u>	31,919 / 412,453 = 92%	2% 43,303	5% 52,862
Job Center Customer Satisfaction	Customer Survey information from <u>Annually</u> DWD survey	42 of 60 69%	76.9 % employer 83.9% Job Seeker 73.% favorable	SAME
Number of businesses using Job Center intensive services	Job Center <u>Quarterly</u> Overview Reports (Employers usage of each Job Center, beyond job orders) #7	67 Employers	91% 128	43% 29
Dollars given to WDA #6	NCWWDB Fiscal Reports <u>Quarterly</u>	\$5,783,377 FY03 12/03	2% \$5,896,823	2% \$5,881,655

**Attachment C**

**Public Notice of Plan Development and Public Hearing**

DATE: May 3, 2005

TO:           Antigo Daily Journal                           Marshfield News Herald  
              Rhineland Daily News                   Stevens Point Daily Journal  
              Wausau Daily Herald                   Wisconsin Rapids Daily Tribune  
              Forest Republican                   Vilas County News Review  
              Adams Times-Reporter           Tomahawk Leader

**Please run the attached Public Notice message as a Legal Column ad in your newspaper for one (1) day only as soon as possible.**

This notice is to be billed to the North Central WI Workforce Development Board, 1121 W Grand Ave, Wisconsin Rapids, WI 54495-3349.

If you have any questions, contact Deanna MacMillan of NCWWDB at 715/422-4708.

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**PUBLIC NOTICE**  
**of Plan Development and Public Hearing**

The North Central Wisconsin Workforce Development Board (NCWWDB), which is the administrative agency for the federal Workforce Investment Act (WIA) in the Counties of Adams, Forest, Langlade, Lincoln, Marathon, Portage, Oneida, Vilas and Wood, will submit a two year Plan for the WIA Title I-B Adult, Youth and Dislocated Worker training programs to the State of Wisconsin DWD/DWS on April 29, 2005.

For PY 2005, which begins July 1, 2005, the NCWWDB received temporary allocation estimates of \$683,643 for the Economically Disadvantaged Adult program, \$768,890 for the Economically Disadvantaged Youth program and \$768,543 for the Dislocated Worker program.

Draft copies of this two year WIA Plan are being mailed or E-mailed to interested parties on or before April 29, 2005. A Public Hearing on the content of the Plan is being held at 8:30 A.M. on Thursday, May 12, 2005 in the Birch Room of the Marathon County Job Center on 364 Grand Avenue in Wausau, WI to gather oral comments. The North Central WI WDB will also be accepting written comments at its address below until COB on May 31, 2005. All written comments expressing disagreement with the Draft Plan will be attached to the Final Plan submitted to WI DWD.

Anyone wishing to review or discuss the plan may do so at the NCWWDB office at 1121 W Grand Ave, Wisconsin Rapids, WI 54495-3349 between 8:00 AM and 5:00 P.M. Monday through Friday. People whose concerns about the content of this plan have not been resolved with NCWWDB staff may file a written appeal to Amy Bradley, Local Program Liaison, WI DWD/DWS, P.O. Box 7972, Madison, WI 53707-7972 until June 10, 2005,

**Attachment D**

**Comments that Express Disagreement with the WIA Plan**

*Insert Comments Here*

**Attachment D.1**

**Minutes of the 05/12/05 Public Hearing**

**Attachment E**

**WDB/LEO Agreement**

**JOINT AGREEMENT BETWEEN  
WORKFORCE DEVELOPMENT BOARD and  
LOCAL ELECTED OFFICIALS for the  
NORTH CENTRAL WISCONSIN WORKFORCE DEVELOPMENT AREA #6**

THIS AGREEMENT made and entered into by and between the Consortium of Local Elected Officials (hereinafter referred to as the “Officials”) and the North Central Wisconsin Workforce Development Board (hereinafter referred to as the “WDB”) of the North Central Wisconsin Workforce Development Area (hereinafter referred to as the “WDA”).

**WITNESSETH**

WHEREAS, the Officials serve as the legal representative of the “Chief Local Elected Official” designated under Section 101(6) of Public Law 105-220, the Workforce Investment Act (hereinafter referred to as “the Act”); and

WHEREAS, the Officials are the “local grant recipient for, and shall be liable for any misuse of, the grant funds” under Section 128 and 133 of the Act; and

WHEREAS, the Officials, as the local grant recipient for the Adult and Dislocated Worker funds, are required to approve the selection of One-Stop Operators; and

WHEREAS, the Officials are the appointing authority for the Workforce Development Board under Section 117(b) (1) of said Act; and

WHEREAS, it is the responsibility of the WDB to develop a five-year local workforce investment plan, coordinate and conduct oversight of the One-Stop system, and provide oversight of the requirements of the Act’s Title I in this Workforce Development Area in partnership with the Officials; and

WHEREAS, the Officials and the WDB “may” enter into an agreement that describes the respective roles and responsibilities of the parties under Interim Final Rule 661.3000(c) of the Act.

NOW, THEREFORE, in consideration of the above premises and the mutual covenants of the parties hereinafter set forth, the receipt and sufficiency of which is acknowledged by each party for itself, the Officials and the WDB do agree as follows:

**I. Responsibilities of Parties.**

**A. Workforce Development Board:**

1. The WDB shall be responsible for performing the following functions:
  - a. Develop the five-year local Workforce Investment Plan and the annual budget for programs.
  - b. Set policy for the Workforce Investment System within the WDA.



- c. Conduct oversight of the One-Stop service system.
  - d. Identify the locations (Job Centers) that meet the provisions of the Act under Section 134(2) of the Act.
  - e. Appoint a Youth Council as a subgroup of the WDB.
  - f. Select youth service providers upon recommendations of the Youth Council.
  - g. Conduct oversight of the youth programs and other Title I activities, and determine priority of service when insufficient funds occur.
  - h. Identify eligible intensive service providers and training providers, and make information available to customers.
  - i. Employ and supervise all needed staff to accomplish the goals and directives of the Act.
  - j. Solicit and accept grants and donations from sources other than funds made available under this Act.
  - k. Assist the State in providing data for employment statistics system.
  - l. Coordinate employer linkages.
  - m. Promote participation of private sector employers.
  - n. Provide Rapid Response activities in conjunction with the State.
  - o. Conduct regional planning if the State mandates this effort.
  - p. Appoint standing committees of the WDB and *ad hoc* groups as necessary.
- 2. The WDB will consider input from the Officials when deliberating on the above responsibilities.
  - 3. In order for the Officials to exercise their responsibility of overseeing the actions of the WDB, the WDB agrees:
    - a. To provide quarterly reports to the Officials indicating progress toward completion of goals and objectives of the local Plan. Such reports shall be due within 30 days of the end of the preceding quarter.
    - b. To submit to such audits as the Officials may from time to time require. The Officials agree that such audits shall only be instituted as necessary to carry out its responsibilities to ensure the appropriate utilization of funds under the Act.
  - 4. Optional Functions of WDB: Subject to the agreement of the Officials, the Governor and state requirements, the WDB may:
    - a. Provide Core services as described in Section 134(d)(2) of the Act.
    - b. Provide Intensive services as described in Section 134(d)(3) of the Act.
    - c. Get designation or certification as a One-Stop Operator as described in Section 121(d) of the Act.
    - d. Provide Training services with a waiver as described in Section 117(f)(1) of the Act.

B. Officials.

- 1. The Officials shall be responsible for final approval of the following actions:

- a. Selection of One-Stop Operator(s).
  - b. Development and execution of Memoranda of Understanding with One-Stop partners as designated by the Act and the State, the content of which must be consistent with the local Plan.
  - c. Negotiation of performance measures with the Governor.
  - d. Budget developed by WDB for the purpose of carrying out the duties of the local board.
  - e. Identification of other entities to participate as One-Stop partners.
- 2. The Officials shall review and consider the recommendation of the WDB when deliberating on the above responsibilities.
- C. Approval of the Plan and Submission to the Governor: The WDB and Officials shall concur on the terms of the Workforce Investment Plan, which shall be approved by the WDB and Officials prior to submission to the Governor.

## II. Workforce Development Board Organization.

- A. Membership Criteria: The Officials shall appoint the members of the WDB in accordance with Section 117(b) of the Act.
- B. Filling of Vacancies: Vacancies in the WDB will be timely reported to the Officials and the Officials shall fill the vacancies in accordance with the Act.
- C. Proxies and Alternates:
  - 1. Each member of the WDB may cast one vote.
  - 2. Proxy votes are allowed only after written notification from the absent member to the Administrative Entity prior to each WDB meeting designating the other WDB member to whom the proxy vote has been assigned. No WDB member may be assigned to cast more than one proxy vote at any single meeting.
  - 3. Alternate members are allowed to vote only after written notification from the absent member to the Administrative Entity prior to each WDB meeting, and only after a current Conflict of Interest Disclosure Statement has been provided by the alternate member to the Administrative Entity.
- D. Removal of Board Members: Board members may be removed from the Board for the following reasons:
  - 1. Those causes specified in Section 17.16 (2) of the Wisconsin Statutes.
  - 2. If a WDB member shall fail to fulfill, in a timely and proper manner, his/her obligations under this agreement, or if the WDB member shall violate any of the covenants or stipulations of this agreement, he/she may be removed. However, nothing herein shall be construed to permit removal of any WDB member for failure to concur in any proposed agreement with the Officials.

3. For conviction of any Federal or State crime constituting a felony.
4. For absences per WDB Bylaws - Absence from more than half of the scheduled WDB meetings in any given program year constitutes cause for removal at the discretion of the Officials.
5. For changes in status that affect representation as outlined in Section 117 of the Act.

E. Conflict of Interest.

1. Members of the WDB and staff must maintain the public trust for use of the federal and state funds for the purpose of carrying out program requirements including the responsibility to maintain the reputation and integrity of the program.
2. The WDB will establish written policies for itself, the Youth Council and subcommittees thereof, in bylaws, to adhere to conflict of interest policies established by the State and the Act.
3. No member of the WDB or committee thereof shall cast a vote on the provision of services by that member (or any organization of which that member is an owner, manager, employee or agent) or vote on any matter which would provide direct financial benefit to that member or any organization of which that member is an owner, manager, employee or agent.
4. Disclosure Requirements: The WDB will have on file a disclosure form which is signed by each WDB member and staff, a representative for the Administrative Entity and each grantee. The disclosure statement must include but not be limited to the organizational and fiduciary affiliations of the individual or the individual's immediate family which may present a potential conflict of interest for that individual.

F. Indemnification.

1. The WDB and Officials recognize the need to protect all members of the WDB and Officials against loss, liability, or damages that may result from their joint and separate actions in performing responsibilities under the Act. The Officials and WDB agree that adequate insurance shall be maintained.
2. The Administrative Entity shall obtain bonding, general liability insurance and errors and omissions insurance. The Officials, WDB members and Youth Council members shall be named as additional insured in the general liability and errors and omissions policy.
3. The WDB agrees, during the term of this agreement, to indemnify and save harmless the Officials, its successors and assigns, from and against any and every claim, demand, suit, payment, damage, loss, costs and expense that the Officials, its successors and assigns, may hereafter suffer, incur, be put to, pay or lay out by

reason of the WDB performing its obligations under this agreement, provided, however, that the provisions of this section shall not apply to claims, demands, suits, payments, damages, losses, costs and expenses caused by or resulting from the acts of or omissions of the Officials, its successors or assigns, or by any agency, board officer, employee, agent, assign or representative of a county contained in the North Central WI Workforce Development Area.

4. The Officials agree during the term of this agreement to indemnify and save harmless the WDB, its successors and assigns, from and against any and every claim, demand, suit, payment, damage, loss, costs and expense that the WDB, its successors and assigns, may hereafter suffer, incur, be put to, pay or lay out by reasons of the Officials performing its obligations, under this agreement, provided, however, that the provisions of this section shall not apply to claims, demands, suits, payments, damages, losses, costs and expenses caused by or resulting from the acts of or omissions of the WDB, its successors or assigns, or by any agency, board, officer, employee, agent, assign or representative of the WDB in the North Central WI Workforce Development Area.

- G. Youth Council: The WDB will establish the Youth Council as a permanent, federally prescribed subgroup of the WDB with up to twenty-five (25) members.
- H. Subcommittees: The WDB shall establish such standing and *ad hoc* subcommittees as deemed necessary for performing its responsibilities.

### III. Policies Regarding Operations of Workforce Development Board.

- A. Approval of Contracts: All contracts for service providers and amendments thereto shall be approved by the WDB and shall be executed by the respective signatories for such body. Contract or amendments thereto involving expenditures of less than \$50,000 may be approved by the Chairperson of the WDB, if authorized by the Board.
- B. Public Comment: The WDB and Administrative Entity shall make the Plan available for public comment and present the Plan in open public hearing prior to final approval by the Officials and WDB and submission to the Governor. Public comment shall be reviewed and summarized for inclusion in the Plan. Written justification shall be provided if the plan is not altered to conform to public comments.
- C. Modification of the Local Plan: Modification of the Plan shall require joint approval of the WDB and Officials in accordance with Section I(C) of this agreement. Either body may request a modification of the Plan. Such requests shall be forwarded from the requesting body to the Chairperson of the other body.

Any proposed modification of the Plan is to be submitted to the WDB and Officials respectively, no later than thirty (30) days prior to the proposed effective date of the modification for review and approval.

In the event of non-concurrence by the WDB or Officials, a Joint Committee on Concurrence may be invoked by referral of the proposed modification to the Committee. The Joint Committee on Concurrence shall be convened when necessary, and it will consist of two members of the Officials appointed by the Officials' Chairperson and two

members of the WDB appointed by the Chairperson of the WDB. It shall be convened upon the joint call of the Chairpersons of the Officials and the WDB to resolve conflicts on issues of mutual concern. Said Chairpersons shall jointly appoint one of the appointees as chairperson and issue the charge to the committee. Upon the direction of the Committee Chairperson, 2 additional WDB and 2 additional Officials names will be selected and put together for a blind drawing to choose a fifth voting member for their committee.

The Joint Committee on Concurrence shall be convened within 15 days of incompatible WDB and Official votes on Plans. The Committee shall report its recommendations to the WDB and the Officials within fifteen (15) days of being convened. The WDB and the Officials shall act on the report within fifteen (15) days of receipt of the report. Upon approval, the modified Plan shall be forwarded to the Governor in accordance with procedures established by the WI Department of Workforce Development/Division of Workforce Excellence.

- D. Bylaws: The WDB may establish Bylaws and/or Operating Procedures which are consistent with the provisions of this or any other bilateral agreement between the affected parties. In the event that any such Bylaws or procedures shall be found to be in conflict with the provisions of this or any other bilateral agreements, the provisions of said agreements shall prevail.
- E. Voting:
  - 1. All approvals under this agreement shall require approval of a majority of the members or alternates or proxy votes present at a meeting of said bodies, unless a vote of greater than a simple majority is called for in the Bylaws of the respective body.
  - 2. Votes on matters which require concurrence of the WDB and the Officials shall be recorded in the minutes of the respective bodies.
  - 3. Absentee voting is not allowed by either the WDB or the Officials.
- F. Quorum: At minimum, a majority of the current membership of the WDB is required to be in attendance in person or by proxy or an alternate to constitute a quorum for purposes of conducting business.
- G. Open Meetings Required: The provisions of Subchapter IV of Chapter 19, Wisconsin Statutes, regarding open meetings of governmental bodies shall apply to all meetings and proceedings of the WDB, including those of its formally constituted subunits.
- H. Public Records:
  - 1. The WDB and the Officials shall maintain copies of records of their activities in all major areas, including all meeting agendas and minutes, contracts, fiscal and management documentation.
  - 2. The administrative entity shall be the custodian of the public records of the WDB

and the Officials.

3. In case of doubt, authorization for release of any public records of the WDB or the Officials shall be authorized by the Chairperson of the respective bodies.
  4. The WDB and the Officials shall have complete access to the Workforce Investment Act records of both bodies, except for records of closed sessions of the WDB or Officials pursuant to Section 19.85, Wis. Statutes and this agreement wherein persons not members of that body may be excluded.
  5. The WDB and the Officials shall send copies of all agendas and minutes thereof to the members of both bodies at all times.
- I. Non-Exclusion of Members: The WDB and the Officials shall not exclude members of either body from meetings in closed session pursuant to Section 19.85, Wis. Statutes, when the matter under discussion concerns programs, plans, budgets or staff under this agreement.
- J. Maintenance of Effort: To insure maintenance of effort, all contracts for grants to service providers shall prohibit that which would:
1. Result in the displacement of currently employed workers, including partial displacements, such as reduction in hours of non-overtime work, wages or employment benefits;
  2. Impair existing contracts for services or result in the substitution of federal funds or other funds in connection with work that would otherwise be performed, including services normally provided by temporary, part-time or seasonal workers or through contracting such services out; or
  3. Result in the placement of a participant in any position when:
    - a. The same or a substantially equivalent position is vacant due to a hiring freeze;
    - b. Any other person not supported under the Act is on layoff from the same or substantially equivalent job. The same or equivalent job means any job or position which:
      - (1) Per a personnel code or practice or per a collective bargaining agreement, recall list or other reemployment policy is in effect as within a specific period of time in the position.
      - (2) If there is no recall list or any other reemployment policy, practice or contractual obligation, one or more employees have been laid off due to lack of funds or work from a job in the type of position anytime during the last operating year of the employer.

- K. Grievance Procedures: Section 114 (e) of the Act requires each administrative entity, contractor and grantee under the Act to establish and maintain a grievance procedure for resolution of participants, sub grantees, subcontractors and other interested persons complaints. The NCWWDA will use the grievance procedure approved for the WDA by the state DWD/DWE.

A grievance panel, consisting of two disinterested members of the WDB selected by the Chairperson of the WDB, and two disinterested members of the Officials selected by the Chairperson of the Officials (or their designee) shall hear all WDA-level grievances filed within this WDA.

- L. Should the WDB secure the necessary approvals to serve in any of the capacities under Section I (A) 4 of this agreement, the Officials and WDB will execute separate administrative entity and/or grant recipient agreements delineating all roles and responsibilities.

#### IV. General Provisions.

- A. Delivery of Notices and Reports: Notices and reports required by this agreement shall be deemed delivered as of the date of the postmark if deposited in a United States mailbox, first class postage attached, addressed to a party's address to notify the other party in writing within a reasonable time.
1. To the Officials: addressed to current Chairperson of the Officials.
  2. To the WDB: addressed to current Chairperson of the WDB.
- B. Nondiscrimination: During the term of this agreement, the WDB, the Officials and the Administrative Entity agree not to discriminate against any person, whether a recipient of services (actual or potential), an employee, or an applicant for employment on the basis of factors prohibited by federal or state law, including Section 188 of the Act and Section 111.31 of the Wisconsin Statutes. The aforementioned agree to post in conspicuous places, available to all employees and applicants for employment and all recipients of services, actual or potential, notices setting forth the provisions of this agreement as they relate to nondiscrimination. The aforementioned shall, in all solicitations for employment placed on their behalf, state that the aforementioned are "Equal Opportunity Employers."

#### V. Amendment of Agreement.

- A. Either party may propose amendments to this agreement at any time. Requests for amendment shall be authorized in accordance with the Bylaws of the body initiating the request. No proposed amendment may be considered by the body unless a written copy has been mailed to the members of the body at least 10 days prior to consideration. An amendment to amendment(s) so proposed shall be in order.
- B. Proposed amendments approved in accord with the above shall be mailed to the other party within five (5) days after adoption by the body.

- C. The other party must respond with a written notice of concurrence or non-concurrence, or a written request to meet and discuss the proposed amendment within (15) days of receipt of the proposed amendment.

VI. Construction.

Should any part, clause, paragraph, or sentence of this agreement be construed by a court of competent jurisdiction to be in violation of any federal or state law, rule or regulation, the remainder of the agreement shall remain in full force and effect unless amended in accord with this article.

VII. Entire Agreement.

The entire agreement of the parties is contained herein and this agreement supersedes any and all prior oral agreements and negotiations between the parties relating to the subject matter thereof.

VIII. Term of the Agreement.

- A. The term of this agreement shall commence as of July 1, 2000 and shall continue through June 30, 2003.
- B. This agreement shall be reviewed by the WDB and the Officials by January 30, 2003 in order to draft a successor agreement which shall be executed prior to June 30, 2003.

IX. Ratification of Agreement.

- A. This agreement shall require the approval of the WDB and the Officials by a majority vote of the members present at a meeting of each body, authorizing the execution of the agreement.
- B. Each signatory certifies that he/she has the legal authority of the governing body of the parties to enter into this agreement, and the parties jointly and separately accept the responsibility for the operation of the program under the Act.



IN WITNESS WHEREOF, the duly authorized signatories for the Officials and WDB have executed this agreement as of the day and date first set forth below.

Dated as of July 1, 2000.

**Adams County**

By: \_\_\_\_\_  
Board Chairperson or Designee

**Oneida County**

By: \_\_\_\_\_  
Board Chairperson or Designee

**Forest County**

By: \_\_\_\_\_  
Board Chairperson or Designee

**Portage County**

By: \_\_\_\_\_  
Board Chairperson or Designee

**Langlade County**

By: \_\_\_\_\_  
Board Chairperson or Designee

**Vilas County**

By: \_\_\_\_\_  
Board Chairperson or Designee

**Lincoln County**

By: \_\_\_\_\_  
Board Chairperson or Designee

**Wood County**

By: \_\_\_\_\_  
Board Chairperson or Designee

**Marathon County**

By: \_\_\_\_\_  
Board Chairperson or Designee

**North Central WI WDB**

By: \_\_\_\_\_  
WDB Chairperson or Designee

## Attachment F

### WDB Membership List WDB MEMBERSHIP FORM (Use additional sheets if necessary)

WDA # 6

Contact Person Sally Cutler

Required Membership 35

Date 3/30/2005

Member Name & Title (number each entry)	Business or Organization's Name and Address	Sector (Public or Private)	Organiza tion nominated by (where required)	Term Starts on (M/DD/YY)	Term Ends on (M/DD/YY)	Sex (M/F)	Minorit y (Y/N)	NAICS Code *	Firm Size (Large/ Small)
1. Vacant		Private- Construction							
2. DuBois, Kim HR Specialist <a href="mailto:kdubois@semcowindows.com">kdubois@semcowindows.com</a>	Semco Windows & Doors PO BOX 378 Merrill, WI 54452 (715) 536-9411 (P) (715) 536-3067 (F)	Private- Manufacturing durable goods, wood products	Chamber	6/30/03	6/30/06	F	N	31321	Large
3. Kester, Tom HR & Safety Manager <a href="mailto:Tom.kester@lpcorp.com">Tom.kester@lpcorp.com</a>	Louisiana-Pacific Corp PO BOX 190 Tomahawk, WI 54487 (715) 224-2700 (P) (715) 453-1814 (F)	Private- Manufacturing non-durable goods, paper manufacturing	Chamber	6/30/04	6/30/07	M	N	32322	Large
4. Kinsella, Joe President <a href="mailto:Jkinsella@pointeprecision.com">Jkinsella@pointeprecision.com</a>	Pointe Precision 2675 Precision Dr Plover, WI 54467 (715) 342-5100 (P) (715) 342-5139 (F)	Private- Manufacturing durable goods, fabricated metal products	Chamber	6/30/02	6/30/05	M	N	31332	Large
5. Botticelli, John VP- Human Resources	St. Joseph's Hospital 611 St. Joseph Ave	Private-Health Services	Chamber	6/30/05	6/30/08	M	N	62211	Large

<a href="mailto:botticej@stjosephs-marshfield.org">botticej@stjosephs-marshfield.org</a>	Marshfield, WI 54449 (715) 387-7045 (P) (715) 387-8601 (F)	general hospital							
6. Polivka, Mary HR Manager <a href="mailto:marypolivka@maqs.net">marypolivka@maqs.net</a>	Smurfit-Stone 1363 State Hwy 13 Friendship, WI 53934 (608) 564-7343 (P)	Private- Manufacturing Non-durable goods, paper manufacturing	Chamber	6/30/02	6/30/05	F	N	32322	Small
7. Agnoli, Steve Regional Cust Ser Manager <a href="mailto:sagnoli@wpsr.com">sagnoli@wpsr.com</a>	Wi Public Service PO BOX 160 Rhinelander, WI 54501 (715) 369-7161 (P) (715) 369-7153 (F)	Private- Trade/Transpor tation/Utilities, utilities	Chamber	6/30/04	6/30/07	M	N	43220	Large
8. Grusnick, Nadine Director Community Education <a href="mailto:nadineg@aspirus.org">nadineg@aspirus.org</a>	Aspirus Wausau Hospital 333 Pine Ridge Blvd Wausau, WI 54401 (715) 847-2780 (P) (715) 847-2322 (F)	Private- Health Services General hospital	Economic Dev	6/30/05	6/30/08	F	N	62211	Large
9. Prewitt, Charmaine Owner <a href="mailto:Clp1498@aol.com">Clp1498@aol.com</a>	Blossoms & Bows 2200 Sherman St Wausau, WI 54401 (715) 845-5208 (P) (715) 845-5586 (F)	Private- Trade/Transpo rtation/utilities Retail trade misc store retailer	Chamber	6/30/02	6/30/05	F	N	42453	Small
10. Jahns, Tari HR Manager <a href="mailto:Tari_Jahns@younkers.com">Tari_Jahns@younkers.com</a>	Younkers 555 W Grand Ave WI Rapids, WI 54495 (715) 421-5211 (P) (715) 421-2175 (F)	Private- Trade/transpor tation/utilities, retail trade general mdse	Chamber	6/30/04	6/30/07	F	N	42452	Small
11. Vacant		Private- Natural resources							

12. Olson, Kent Owner <a href="mailto:olsontire@charterinternet.net">olsontire@charterinternet.net</a>	Olson Tire & Auto 601 Forest St Wausau, WI 54403 (715) 845-8473 (P) (715) 848-2946 (F)	Private- Trade/transportation/utilities Retail trade Motor parts	Chamber	6/30/02	6/30/05	M	N	42441	Small
13. Godell, Lloyd HR Manager <a href="mailto:lloydg@kretzlumber.com">lloydg@kretzlumber.com</a>	Kretz Lumber/Real Estate PO BOX 160 Antigo, WI 54409 (715) 623-5410 (P) (715) 623-6672 (F)	Private- Manufacturing Durable goods Wood products mfg	Chamber	6/30/04	6/30/07	M	N	31321	Small
14. Halmstad, Kristi HR Specialist <a href="mailto:Kristi.halmstad@sentry.com">Kristi.halmstad@sentry.com</a>	Sentry Insurance 1800 N Point Dr Stevens Point, WI 54481 (715) 346-6579 (P) (715) 346-6770 (F)	Private- Information, finance & insurance Insurance carriers	Chamber	6/30/03	6/30/06	F	N	55524	Large
15. Vacant		Private- Services							
16. McNett, Jim CEO <a href="mailto:jmcnett@abrjobs.com">jmcnett@abrjobs.com</a>	ABR Employment Services 1402 Pankratz St Ste 101 Madison, WI 53704 (608) 268-2266 (P) (608) 244-1633 (F)	Private-Prof and Business Services	Chamber	6/30/02	6/30/05	M	N	60561	Small
17. Metropulos, Bob Appraiser & President <a href="mailto:metroapp@newnorth.net">metroapp@newnorth.net</a>	Metropulos Appraisal Group 142 N Brown St Rhinelander, WI 54501 (715) 365-6065 (P) (715) 365-6066 (F)	Private- Financial Activities Real estate appraiser	Economic Dev	6/30/05	6/30/08	M	N	53132	Small
18. Mendham, Phil Manager <a href="mailto:sunlodge@newnorth.net">sunlodge@newnorth.net</a>	Sunrise Lodge 5900 W Shore Dr Land O' Lakes, WI 54540 (715) 547-3684 (P)	Private- Leisure & Hospitality	Chamber	6/30/04	6/30/07	M	N	70721	Small

	(715) 547-6110 (F)								
19. Kiesling, Cindy Program Coordinator <a href="mailto:ckieslin@wetc.net">ckieslin@wetc.net</a>	AFL-CIO LETC 2800 9 <sup>th</sup> St S Wi Rapids, WI 54494 (715) 422-4716 (P) (715) 422-4721 (F)	Public- Labor/WIA/ HUD/ E & T	Central Labor Council	6/30/04	6/30/07	F	N	N/A	N/A
20. Kramer, Mark Business Representative <a href="mailto:nailers@charterinternet.com">nailers@charterinternet.com</a>	United Brotherhood of Carpenters & Joiners 810 County Hwy XX Mosinee, WI 54455 (715) 355-0806 (P) (715) 355-0807 (F)	Public-Labor	Central Labor Council	6/30/02	6/30/05	M	N	N/A	N/A
21. Schnyder, Ron Director <a href="mailto:ronnccap@charter.net">ronnccap@charter.net</a>	North Central CAP PO BOX 1141 Wi Rapids, WI 54494 (715) 424-2581 (P) (715) 424-0771 (F)	Public- CBO/CSBG	NCCAP	6/30/03	6/30/06	M	N	N/A	N/A
22. Yang, Peter Chief Operating Officer <a href="mailto:pyang@wahma.com">pyang@wahma.com</a>	WAHMA 1109 N 6 <sup>th</sup> St Wausau, WI 54403 (715) 842-8390 (P) (715) 842-9202 (F)	Public- CBO	WAHMA	6/30/02	6/30/05	M	Y	N/A	N/A
23. Lorbetske, Adrian President <a href="mailto:ajlorbet@nicoletcollege.edu">ajlorbet@nicoletcollege.edu</a>	Nicolet Area Tech College PO BOX 518 Rhinelander, WI 54501 (715) 365-4415 (P) (715) 365-4445 (F)	Public- Adult Ed/Family Literacy Carl Perkins	NATC	6/30/02	6/30/05	M	N	N/A	N/A
24. Michalski, Carolyn Team Leader <a href="mailto:michalsk@ntc.edu">michalsk@ntc.edu</a>	Northcentral Tech College 1000 W Campus Drive Wausau, WI 54401 (715) 675-3331 (P)	Public- Adult Ed/Family Literacy Carl Perkins	NTC	6/30/02	6/30/05	F	N	N/A	N/A

	(715) 675-0629 (F)								
25. Rogers, J Jean District Director <a href="mailto:Jean.rogers@dwd.state.wi.us">Jean.rogers@dwd.state.wi.us</a>	DVR PO BOX 894 Rhineland, WI 54501 (715) 365-2608 (P) (715) 365-2602 (F)	Public- Vocational Rehabilitation	WI DWD	6/30/03	6/30/06	F	N	N/A	N/A

26. Willfahrt, Connie VP Student Affairs <a href="mailto:Connie.willfahrt@mstc.edu">Connie.willfahrt@mstc.edu</a>	Mid-State Tech College 500 32 <sup>nd</sup> St N Wi Rapids, WI 54494 (715) 422-5525 (P) (715) 422-5561 (F)	Public- Adult Ed/Family Literacy Carl Perkins	MSTC	6/30/03	6/30/06	F	N	N/A	N/A
27. Christiansen, Marcia CEO <a href="mailto:mchri@fsc-corp.org">mchri@fsc-corp.org</a>	Forward Service Corp 1402 Pankratz St Ste 101 Madison, WI 53704 (608) 244-3526 (P) (608) 244-6273 (F)	Public- TANF W-2	FSC	6/30/03	6/30/06	F	N	N/A	N/A
28. Landin, Jeff Executive Director <a href="mailto:jlandin@portagecountybiz.com">jlandin@portagecountybiz.com</a>	Portage Co Bus Council 5501 Vern Holmes Dr Stevens Point, WI 54481 (715) 344-1940 (P) (715) 344-4473 (F)	Public- Economic Dev	Portage Co Business Council	6/30/04	6/30/07	M	N	N/A	N/A
29. Peterson, Lisa Workforce Dev Director <a href="mailto:lpeterson@wausauchamber.com">lpeterson@wausauchamber.com</a>	Marathon Co Economic Dev Council PO BOX 6190 Wausau, WI 54402 (715) 845-1051 (P) (715) 845-6235 (F)	Public- Economic Dev	MCDEVCO	6/30/04	6/30/07	F	N	N/A	N/A
30. Younger, Tom Supervisor <a href="mailto:Thomas.younger@dwd.state.wi.us">Thomas.younger@dwd.state.wi.us</a>	Job Service 364 Grand Ave Wausau, WI 54403 (715) 261-7742 (P)	Public- Job Service Wagner Peyser/TAA	WI DWD	6/30/02	6/30/05	M	N	N/A	N/A

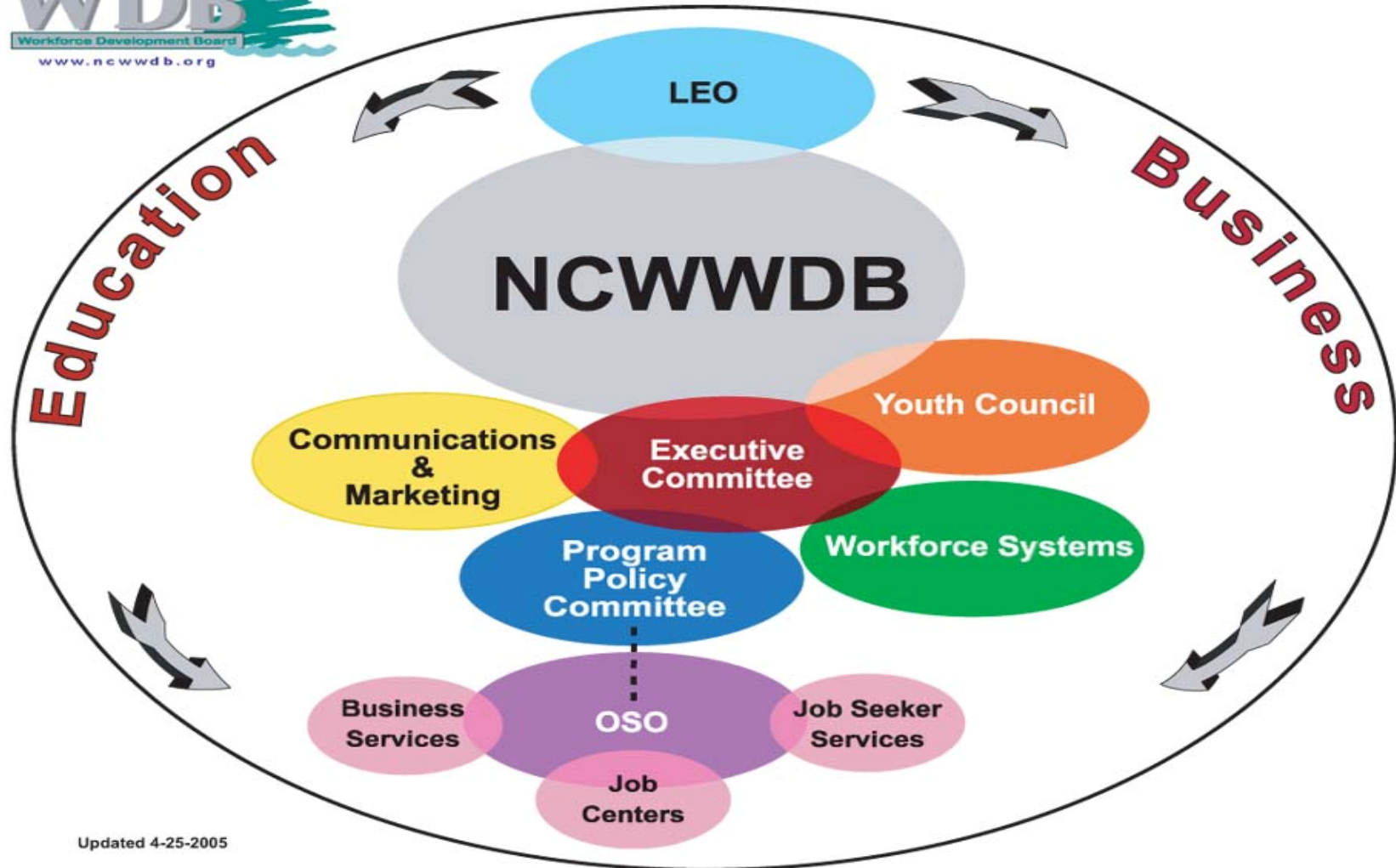
	(715) 261-7757 (F)	/DVOP							
Member Name & Title (number each entry)	Business or Organization's Name and Address	Sector (Public or Private)	Organization nominated by (where required)	Term Starts on (M/DD/YY )	Term Ends on (M/DD/YY )	Sex (M/F )	Minority (Y/N)	NAICS Code *	Firm Size (Large/ Small)
31. Cooper, Sam Center Director <a href="mailto:black@jcdc.jobcorps.org">black@jcdc.jobcorps.org</a>	Blackwell Civillian Center RR 1 Box 233A Laona, WI 54541 (715) 674-2311 (P) (715) 674-4305 (F)	Public-Job Corps	Job Corps	6/30/04	6/30/07	M	N	N/A	N/A
32. Jackson, Dana ED Director <a href="mailto:djacksonbred@yahoo.com">djacksonbred@yahoo.com</a>	WI Indian Consortium PO BOX 181 Odanah, WI 54861 (715) 682-7111 Ext 1530 (715) 682-7118 (F)	Public- Native American Grantee of USDOL	Tribal Govt	6/30/03	6/30/06	M	Y	N/A	N/A
33. Williams, Ann WIA Director  No email	Lac Du Flambeau Band of Indians PO BOX 67 Lac Du Flambeau, WI 54538 (715) 588-3585 (P) (715) 588-7930 (F)	Public- Native American Grantee of USDOL	Tribal Govt	6/30/04	6/30/07	F	Y	N/A	N/A
34. McCarron, Jan Coordinator <a href="mailto:mccarron@vbe.com">mccarron@vbe.com</a>	Experience Works PO BOX 2 Plainfield, WI 54966 (920) 787-0484 (P) (920) 787-0480 (F)	Public- Title V OAA (SCSEP)	Green Thumb Inc. (a National Sponsor)	6/30/04	6/30/07	F	N	N/A	N/A
35. Quigley, Carolynne Supervisor <a href="mailto:Carolynne.quigley@dwd.state.wi.us">Carolynne.quigley@dwd.state.wi.us</a>	DWD-UI 715 South Barstow Eau Claire, WI 54701 (715) 836-5581 (P) (608) 260-3112 (F)	Public- Unemploy Insurance	WI DWD	6/30/04	6/30/07	F	N	N/A	N/A

Attachment G

Committee Structure Chart



North Central Wisconsin Workforce Development Board Communications & Decision Flow Chart





## **Attachment H**

### **Roles and Responsibilities of the WDB Subcommittees**

#### **ARTICLE VII: COMMITTEES**

**EXECUTIVE**-Composed of no more than seven (7) members of which most are private sector. A LEO selected by the Local Elected Officials Consortium shall be a voting member of the Committee. The Executive Committee acts for the full Board between meetings, bringing findings to the next full Board meeting for affirmation/confirmation of actions. The Executive Committee has the authority to act, but its actions remain accountable to the Board. Responsibilities include:

- a) Conducts oversight of the One-Stop system and the One-Stop Committee
- b) Develops Administrative budgets for WIA Title 1-B and other grants
- C) Develops internal NCWWDB budget for staff and board expenses
- D) Reviews revenue/expenses, audit and financial procedures
- e) Conducts grievance hearings for staff and/or vendors
- f) Provides general oversight of WDB staff
- g) Provides direction to Executive Director on staff personnel policy and other issues
- h) Evaluates the performance of the Executive Director
- i) Helps recruit private sector members
- j) Recommends members to the Chair who then assigns WDB members to committees
- k) Monitors and coordinates progress on Strategic Planning
- l) Oversees Youth Council operations

**AD HOC NOMINATING**-Appointed by the WDB Chair to create a slate of officers for the WDB elections

**JOINT WDB/LEO COMMITTEE ON CONCURRENCE**-See WDB/LEO Agreement for composition. This subcommittee's chief responsibility is to resolve conflicts between WDB and LEO

#### **WORKFORCE SYSTEMS-**

- a) Creates & recommends systems concepts
- b) Identifies the nature and targets for partnerships
- c) Identifies system levers and selects strategic projects
- D) Monitors systems (vs. service provider) performance

#### **COMMUNICATION NETWORK-**

- A) Gathers information about customer needs

- b) Solicits customer feedback
- c) Provides improvement suggestion based upon feedback
- D) Conducts sales/outreach to potential customers

**YOUTH COUNCIL**-Acts as the planning and coordinating arm of the Board in relation to youth programming and workforce issues. Responsibilities include:

- a) Develops the Youth portion of the local WIA plan
- b) Carries out competitive bid processes for WIA Title 1-B Youth funding
- c) Recommends service providers to the full board for WIA Title 1-B Youth funding
- d) Promotes and participates in a “school –to-work” system
- e) Establishes and maintains linkages among area youth providers
- f) Solicits grants and matching funds for youth
- g) Implements and assumes accountability for current strategic Issue #3, until youth considerations are fully implemented

**ONE-STOP OPERATOR** Acts as an operational workgroup, coordinating the day-to-day operations of the area’s Job Centers and Affiliated Sites. This Committee ensures Board and LEO awareness of One-Stop issues relating to systems and activities. In addition to WDB members, this Committee shall include as voting members of the Committee representatives from all agencies which are part of the approved One-Stop Consortia for WDA 6. Provides leadership in development of Job Center tools

**PROGRAM POLICY**-Provides program oversight for grants, both WIA Title 1-B and others, received by the WDB. Sets up the Adult and Dislocated Worker service provider selection system and policies to result in the effective delivery of services and then monitors performance. Responsibilities include:

- a)Selects/makes modifications to One-Stop Operators and their expected functions with NCWWDB & LEOS
- b)Establishes policies for Individual Training Accounts (ITAs)
- c)Establishes policies for the selection and approval of Eligible Training Providers (ETPs)
- d)Develops and updates definition of “Demand” occupations
- e)Develops Program budgets for WIA Title 1-B and other grants
- f)Drafts goals and performance targets for products
- g)Guides business planning process
- h)Measures/adjusts performance and quality improvement impacts

# Attachment I

## WDB, Youth Council and Committee Meetings Calendar

### North Central Wisconsin Workforce Development Board Calendar of Meetings for 2005 (revised 4/14/05)

January 2005	→	February 2005	→	March 2005	
13 – Strategic Planning	NTC	1- OSO Committee 9:30	Oak	10-Exec Committee 9:30	Birch
18- Adult Providers 9:30	Oak	10– Exec Committee 9:30	Birch	10-OSO Bus Services 1:00	Oak
19- Youth Providers 9:30	Oak	10- OSO Bus Services 1:00	Oak	11-Com Network 1:00	Birch
21-Disloc. Providers 10:30	WR	16- Program Policy 1:00	Birch	24-Full NCWWDB 9:30	NTC
		23- Youth Council 9:30	Uwex		
		24 – Wkforce Syst 9:30	Birch		
April 2005	→	May 2005	→	June 2005	
14- Exec Committee 9:30	Birch	3 – OSO Committee 9:30	Oak	9-Exec Committee 9:30	Birch
14- OSO Bus Services 1:00	Oak	12 – Exec Committee 9:30	Birch	9- OSO Bus Services 1:00	Oak
19- Adult Providers 9:30	Oak	12 – OSO Bus Services 1:00	Oak	14- Com Network 1:00	Birch
22-Disloc Providers 10:30	WR	18 –Program Policy 1:00	Birch	23 –Full NCWWDB 9:30	NTC
26 –Youth Providers 9:30	Oak	24 –Youth Council 9:30	Uwex		
		26 – Wkforce Syst 9:30	Birch		
July 2005	→	August 2005	→	September 2005	
14-Exec Committee 9:30	Birch	2 – OSO Committee 9:30	Oak	8 – Exec Committee 9:30	Birch
14- OSO Bus Services 1:00	Oak	11-Exec Committee 9:30	Birch	8- OSO Bus Services 1:00	Oak
19- Adult Providers 9:30	Oak	11 OSO Bus Services 1:00	Oak	13- Com Network 1:00	Birch
22– Disloc Providers 10:30	WR	17 –Program Policy 1:00	Birch	22 – Full NCWWDB 9:30	NTC
26 –Youth Providers 9:30	Oak	24- Youth Council 9:30	Uwex		
		25- Wkforce Syst 9:30	Birch		
October 2005	→	November 2005	→	December 2005	
13 –Exec Committee 9:30	Birch	1 – OSO Committee 9:30	Oak	8 –Exec Committee 9:30	Birch
13-OSO Bus Services 1:00	Oak	10 – Exec Committee 9:30	Birch	8- OSO Bus Services 1:00	Oak
18– Adult Providers 9:30	Oak	10 – OSO Bus Services 1:00	Oak	13- Com Network 1:00	Birch
25–Youth Providers 9:30	Oak	16 – Youth Council 9:30	Uwex	15 – Full NCWWDB 9:30	NTC
21 - Disloc. Providers 10:30	WR	16 – Program Policy 1:00	Birch		
		17-Wkforce Syst 9:30	Birch		

- Meetings are added/cancelled as business warrants. Most will be in Wausau; some committees and full Board will rotate locations when available.

- The full **NCWWDB** meetings will be held at NTC in Rooms E101 & E102 unless otherwise noted in the meeting announcements. The **Youth Council** meetings will be held at the UWEX in Room 2 on 2/23 & Room 1 on 5/24, 8/24 & 11/16.
- All committee meetings are held at the Marathon Co Job Center in Wausau unless otherwise noted on the calendar

## Attachment J

### Charter LEO Consortium Agreement

#### CHARTER LEO CONSORTIUM AGREEMENT of the NORTH CENTRAL WISCONSIN COUNTIES CONSORTIUM under the WORKFORCE INVESTMENT ACT (P.L. 105-220)

THIS AGREEMENT, made and entered into this \_\_\_\_\_ day of \_\_\_\_\_ 1999, by and between the COUNTIES OF ADAMS, FOREST, LANGLADE, LINCOLN, MARATHON, ONEIDA, PORTAGE, VILAS and WOOD in the State of Wisconsin (hereinafter, the Counties):

---

#### WITNESSETH:

WHEREAS, the County Board of Supervisors of the aforementioned counties did previously adopt resolutions authorizing the County Board Chairperson to sign a charter creating the NORTH CENTRAL WISCONSIN CONSORTIUM under Section 66.30, Wisconsin Statutes, in order to administer the provisions of Public Law 105-220, the federal Workforce Investment Act, and

WHEREAS, the County Board of Supervisors of each of the aforementioned counties has adopted a resolution authorizing the County Board Chairperson to sign this "Charter of the North Central Wisconsin Counties Consortium under the Workforce Investment Act (P.L. 105-220)" (hereinafter, the "Charter"):

NOW, THEREFORE, in consideration of the above premises and the mutual covenants of the parties hereinafter set forth, the receipt and each party acknowledges sufficiency of which for itself, the Counties do hereby agree to the following Charter:

---

#### AGREEMENT

SECTION 1: That the Counties of Adams, Forest, Langlade, Lincoln, Marathon, Oneida, Portage, Vilas and Wood under Section 66.30, Wisconsin Statutes, do hereby constitute themselves to be a consortium for the purposes of Section 117 (c)(1)(B) of Public Law 105-220, the Workforce Investment Act.

SECTION 2: The chief local elected officials (the Chairpersons of the County Boards of Supervisors) or the designees of said officials of the Counties in paragraph 1 shall constitute the Workforce Development Area Consortium of Commissioners (hereinafter, the "Consortium") which shall appoint the Workforce Development Board under Section 117 (c)(1)(A) of the Act.

SECTION 3: The Consortium shall elect from its membership a Chairperson, a Vice-Chairperson and such other officers as may be provided in the by-laws to serve for a term of one year or until a successor is elected and qualified. Vacancies shall be filled by election for the residue of the unexpired term. The Chairperson shall appoint

a staff person of one of the consortium member counties or the administrative entity to serve as board clerk.

SECTION 4: Roberts Rules of Order, Newly Revised, shall govern the procedures of the Consortium insofar as they do not conflict with applicable law or administrative rules or bylaws duly adopted by the Consortium.

SECTION 5: The Consortium may adopt operational and procedural bylaws consistent with this Charter, applicable federal and state laws, and rules or regulations pursuant thereto. Bylaws or amendments thereto may be adopted by the affirmative vote of 2/3 of the entire membership of the Consortium at any regular meeting called for that purpose, provided that written copies thereof are delivered to each member 15 days prior to consideration.

SECTION 6: The Consortium shall appoint the Workforce Development Board of the area, under Section 117 (c)(1)(A) of P.L. 105-220 and applicable rules thereunder.

SECTION 7: The Consortium shall execute an agreement with the Workforce Development Board for the operation and functions of the Board under Section 117 of the Act, and shall approve all Local Plans under Section 118 of the Act.

SECTION 8: The Consortium shall perform all functions for local elected officials as contained in P.L. 105-220, the federal Workforce Investment Act.

SECTION 9: This Charter agreement shall be effective when approved Resolutions adopted by the County Board of Supervisors of each county party hereto and executed by the chief elected official thereof pursuant to said resolution and shall thereupon act to repeal and supersede any and all prior written or oral consortium agreements under P.L. 102-367, the Job Training Partnership Act.

SECTION 10: Amendments to the Charter agreement may be adopted with the concurrence of the Board of Supervisors of each county party hereto. The Consortium may be dissolved and this agreement may be rescinded only with the consent of all the Boards of Supervisors of the counties party hereto and the Governor.

IN WITNESS WHEREOF, the parties hereto have caused this Charter Agreement to be executed by the Chairperson of the County Board of Supervisors of the aforementioned Counties.

Adams County

By: \_\_\_\_\_  
Board Chairperson or Designee

Forest County

By: \_\_\_\_\_  
Board Chairperson or Designee

Langlade County

By: \_\_\_\_\_  
Board Chairperson or Designee

Lincoln County

By: \_\_\_\_\_  
Board Chairperson or Designee

Marathon County

By: \_\_\_\_\_  
Board Chairperson or Designee

Oneida County

By: \_\_\_\_\_  
Board Chairperson or Designee

Portage County

By: \_\_\_\_\_  
Board Chairperson or Designee

Vilas County

By: \_\_\_\_\_  
Board Chairperson or Designee

Wood County

By: \_\_\_\_\_  
Board Chairperson or Designee

Done this \_\_\_\_\_ Day of \_\_\_\_\_, 1999, in the City of \_\_\_\_\_, WI.

## **Attachment K**

### **LEO Consortium Bylaws**

#### **LOCAL ELECTED OFFICIAL CONSORTIUM BYLAWS of the NORTH CENTRAL WISCONSIN COUNTIES CONSORTIUM under the WORKFORCE INVESTMENT ACT (P.L. 105-220)**

##### Preamble

WHEREAS, the Counties of Adams, Forest, Langlade, Lincoln, Marathon, Oneida, Portage, Vilas and Wood have duly constituted themselves to be the North Central Wisconsin Counties Consortium; and

WHEREAS, the Consortium has been duly authorized by the Charter of the North Central Wisconsin Counties Consortium to adopt bylaws for said consortium;

NOW, THEREFORE, the Consortium does hereby adopt the following bylaws:

##### Article I - Consortium Established

The counties aforementioned, under Section 66.30, Wisconsin Statutes, do hereby constitute themselves to be a consortium for the purpose of Section 117(c)(1)(B) of Public Law 105-220, the Workforce Investment Act.

##### Article II – Governance

###### **A. CONSORTIUM:**

The Consortium shall be governed by nine members (hereinafter, "the Consortium"), which shall consist of the chief Local Elected Official (LEO) of each member county or the designee thereof, as provided hereinafter.

1. The County Board Chairperson shall be the LEO.
2. The appointment of any Commissioner designated by the LEO of any member county shall be subject to confirmation by the county board of said county. Notice of confirmed appointments shall be filed in writing with the clerk of the Consortium.
3. The appointed Commissioner shall be an elected or appointed official of the county represented, and shall serve a term concurrent with the term of the LEO making the appointment. Should the appointee vacate his or her county office, his or her seat on the Consortium shall be deemed vacant.
4. No alternates, other than the Commissioner designated hereunder, shall be permitted on the Consortium.

###### **B. OFFICERS:**

1. The Consortium shall annually in May select from its membership a



Chairperson, a Vice-Chairperson and a Treasurer to serve for a term of one year or until a successor is elected and qualified. All officers shall be elected county officials. Vacancies shall be filled by election for the residue of the unexpired term. The Chairperson shall appoint a staff person of one of the Consortium member counties or of the Workforce Development Board staff to serve as clerk.

2. The Chairperson shall preside over meetings of the Consortium, act as chairperson for the executive committee, appoint all committees created by the Consortium, be responsible for the management of the affairs of the Consortium, and serve as the Consortium's Chief Local Elected Official (CLEO) under Section 117 (c)(1)(B) of P.L. 105-220 (the Workforce Investment Act). The Chairperson shall sign all documents and contracts when authorized by the Consortium.

3. The Vice-Chairperson shall perform the duties of the Chairperson in his/her absence or disability.

4. The Treasurer shall be responsible for keeping or causing the financial records of the Consortium to be kept in proper order. The Treasurer shall deposit all funds in the Consortium treasury and shall countersign all orders for the disbursement of Consortium funds.

5. The Clerk shall be responsible for the taking, recording, duplicating, distribution and filing of all minutes of the Consortium. The Clerk shall be responsible for keeping on file all official public records and correspondence of the Consortium or its members, upon request thereof.

#### C. COMMITTEES:

1. There is created an Executive Committee consisting of the officers in B(1) above. The Chairperson and Vice-Chairperson of the Consortium shall serve as the Chairperson and Vice-Chairperson of the committee, respectively. The committee shall be responsible for management of the day-to-day affairs of the Consortium between meetings thereof as authorized from time to time by the Consortium in accord with the provisions of P.L. 105-220.

2. The Consortium may create other standing committees, designate their duties and membership, and authorize the Chairperson to appoint same. All such committees shall consist only of Consortium members.

3. The Consortium may create such joint committees with the Workforce Development Board as are needed to effectively administer the provisions of P.L. 105-220.

4. All committees authorized hereunder shall report and be accountable to the Consortium.

#### D. TREASURY:

The Consortium shall designate the treasury of one of the member counties

or a Grant Recipient as the Consortium treasury. The Consortium shall provide for the countersignature of at least two persons on all order checks, the Chairperson and the Treasurer of the chosen member county.

#### E. POWERS OF THE CONSORTIUM:

The Consortium shall exercise those powers granted to the Local Elected Officials in a consortium of local units of government under P.L. 105-220, including:

1. Appointment of the Workforce Development Board (hereinafter, "the WDB") under Section 117 (c) of the Act, and any applicable agreements.
2. Designation of an entity to serve as a local grant subrecipient or a local fiscal agent.
3. Entering into planning and operations procedural agreements with the WDB under Section 117 (d-i) of the Act.
4. Selection of a One-Stop Operator, jointly with the WDB, under Section 121 (d)(1) of the Act.
5. Approval of a Local Plan, jointly with the WDB, under Section 118 of the Act.
6. Approval of a budget, developed by the WDB, for carrying out the duties of the local board under Section 117 of the Act.
7. Exercise such other powers and establish such policies under the Act as may be necessary and proper in order to carry out the foregoing powers.

### ARTICLE III - PROCEDURAL RULES

A. RULES OF ORDER: Roberts Rules of Order, Newly Revised, shall govern the proceedings of the Consortium insofar as they do not conflict with applicable law, administrative rules, or these Bylaws.

B. QUORUM: A quorum shall consist of a majority of the Consortium duly representing member counties.

C. AGREEMENTS, PLANS and BUDGETS: All agreements, local plans and budgets for the administration of programs under P.L. 105-220 requiring Consortium approval, and any amendments thereto, shall be approved by majority vote of the members present at a meeting of the Consortium prior to execution by the Chairperson.

D. MEETINGS: Regular meetings shall be established by the Consortium or may be called by the Chairperson when deemed necessary. The Chairperson may cancel any meeting so called if he/she deems that the business is not sufficient to warrant it, with the consent of a majority of the Consortium.

#### E. WDB APPOINTMENTS:

1. All regular appointments to WDB positions shall be made by the Consortium after advertisement and solicitation for nominations in accord with the Consortium approved plan of representation and P.L. 105-220.
2. All appointments to fill vacancies on the WDB shall be made by the Consortium for the residue of the unexpired term.
3. Resumes solicited from persons interested in serving on the WDB shall be kept for one year and destroyed thereafter. If a WDB vacancy occurs within one year of solicitation for candidate resumes, the Consortium may select from the candidates without further solicitation, providing the candidates meet the requirements of the plan of representation and P.L. 105-220.
4. All Consortium appointments shall require approval by the recorded vote of a majority of the Consortium members present.

F. WDB RECORDS: All records of the Consortium shall be kept at the office of the Workforce Development Board in the custody of the general manager or other designee. The Consortium shall promulgate guidelines for public record accessibility and the rates to be charged for duplication.

#### G. VOTING:

1. All Consortium members shall vote on all questions unless excused by the Consortium for a conflict of interest. The member shall obtain Consortium consent prior to any recorded vote in order to abstain.
2. A recorded vote shall be taken by roll call at the request of any member upon any question before the Consortium.

### ARTICLE IV - AMENDMENTS TO BYLAWS

A. Amendments may be proposed to the Consortium by any member, and upon introduction, shall be referred to the Executive Committee, which shall report its recommendations to the Consortium at a subsequent meeting. Adoption shall require approval by the recorded vote of 2/3 of those present at a meeting of the Consortium.

B. Copies of all proposed amendments shall be furnished to each member at least ten days prior to consideration.

### ARTICLE V – RATIFICATION

These Bylaws shall be effective July 1, 1999 upon adoption by a recorded vote of 2/3 of those present at a meeting of the Consortium called for such purpose.

**Attachment L**

**Youth Council Membership Roster  
WDA #6**

**NCWWDB Youth Council Membership Roster**

<b>Youth Council Category</b>	<b>Member</b>	<b>Organization</b>	<b>Title/Position</b>	<b>County</b>	<b>Nomin Process</b>	<b>Selec Process</b>
<b>WDB Members (at least 2) (JC &amp; WDB)</b>	Cooper, Sam (715) 674-2311(P) (715) 674-4305(F) <a href="mailto:black@jcdc.jobcorps.org">black@jcdc.jobcorps.org</a>	Blackwell Job Corps RR 1 Box 233A Laona, WI 54541	Center Director	Forest		
<b>(WDB)</b>	Jackson, Dana (715) 682-7111 X 1530 (P) (715) 682-7118 (F) <a href="mailto:djacksonbred@yahoo.com">djacksonbred@yahoo.com</a>	Wisconsin Indian Consortium P O Box 181 Odanah, WI 54861	Director of Education/ JTPA Director	Forest		
<b>(WDB)</b>	Olson, Kent (715) 845-8473 (P) (715) 848-2946 (F) olsontire@charterinternet.net	Olson Tire & Auto Service 601 Forest St. Wausau, WI 54403-5524	Owner	Marathon		
<b>(WDB)</b>	Peterson, Lisa (715) 845-1051 (P) (715) 845-6235 (F) <a href="mailto:lpeterson@wausauchamber.com">lpeterson@wausauchamber.com</a>	Marathon Co Economic Dev Council PO Box 6190 Wausau, Wi 54402	Workforce Dev Director	Marathon		
<b>(LEO)</b>	Klimoski, Michael (715) 882-8901 (P) (715) 882-5028 (F) <a href="mailto:alicenmike@dwave.net">alicenmike@dwave.net</a>	Mike's Service @ Langlade, LLC N4505 Hwy 55 White lake, WI 54491	Langlade Co Board Chairman	Langlade	Self	Appt by WDB/ Confirm by LEOs
<b>Youth Service Agencies, inc. Juvenile Justice</b>	Clark, Richard (715) 422-5056 (P) (715) 422-5054 (F)	DVR 2810 9 <sup>th</sup> St S Wisconsin Rapids, WI 54494	District Director	Wood	*	*

<b>Youth Council Category</b>	<b>Member</b>	<b>Organization</b>	<b>Title/Position</b>	<b>County</b>	<b>Nomin Process</b>	<b>Selec Process</b>
<b>and Law Enforcement Agencies (2 or+)</b>	<a href="mailto:clarkri@dwd.state.wi.us">clarkri@dwd.state.wi.us</a>					
<b>(YSA)</b>	Ticknor, Mary (715) 365-9522 (P) (715) 365-9568 (F) ticknmar@rhinelander.k12.wi.us	Rhinelander School District 315 South Oneida Street Rhinelander, WI 54501	Superintendent	Oneida	*	*
<b>(JJ)</b>	Kleppe, Andrew (715) 675-3331 Ext. 4391 (P) (715) 675-9776 (F) <a href="mailto:kleppe@ntc.edu">kleppe@ntc.edu</a>	Northcentral Technical College 1000 W Campus Dr Wausau, WI 54401	Instructor/Facilitator	Marathon	Self	Appt by WDB / Confirm by LEO
<b>(YSA)</b>	Hunter, Sharon (715) 842-0871 (P) (715) 845-8271 (F) <a href="mailto:wausadpi@dwave.net">wausadpi@dwave.net</a>	Dept. of Public Instruction 133 River Dr Wausau, Wi 54403	Program Consultant	Marathon	*	*
<b>(LE)</b>	Kroll, David (715) 365-9595 (P) (715) 361-5171 (F) <a href="mailto:dkroll@co.oneida.wi.us">dkroll@co.oneida.wi.us</a>	Oneida Co Sheriff's Department 2000 E Winnebago St Rhinelander, WI 54501	Detective Sergeant	Oneida	*	*
<b>(YSA)</b>	Johnson, Jolene (715) 365-4526 (P) (715) 365-4559 (F) <a href="mailto:jjohnso5@nicolet.tec.wi.us">jjohnso5@nicolet.tec.wi.us</a>	Nicolet College P O Box 518 Rhinelander, WI 54452	Director Northwoods School to Work Consortium	Oneida	*	*
	LaVallee, Steven (608) 339-3213 X 215	Adams-Friendship Area Schools	District Administrator	Adams	*	*

<b>Youth Council Category</b>	<b>Member</b>	<b>Organization</b>	<b>Title/Position</b>	<b>County</b>	<b>Nomin Process</b>	<b>Selec Process</b>
<b>(YSA)</b>	(608) 339-6213 (F) <a href="mailto:lavallee_s@af.k12.wi.us">lavallee_s@af.k12.wi.us</a>	201 W 6 <sup>th</sup> St Friendship, WI 53934				
<b>(YSA)</b>	Borowicz, Laurie Sager (715) 675-3331 X 4185 (715) 675-9776 (F) <a href="mailto:sager@ntc.edu">sager@ntc.edu</a>	Northcentral Technical College 1000 W Campus Dr Wausau, WI 54401	Director of K-12 Programs	Marathon	*	*
<b>(YSA)</b>	Purkapile, Jullie (715) 422-5521(P) (715) 422-5561(F) Jullie.Purkapile@mstc.edu	MSTC 500 32 <sup>nd</sup> St N Wisconsin Rapids, Wi 54494	Tech Prep Specialist	Wood	*	*
<b>(YSA)</b>	Skebba, Fred (715) 453-2141 (P) (715) 453-7519 (F) <a href="mailto:skebbafn@newnorth.net">skebbafn@newnorth.net</a>	CESA #9 P O Box 449 Tomahawk, WI 54487	Local Vocational Education Coordinator/ Education-for-Employment Coordinator	Lincoln	*	*
<b>(YSA)</b>	Nemke, Jane (715) 551-9478(P) (715) 453-4699 (F) <a href="mailto:jnemke@charter.net">jnemke@charter.net</a>	CESA 9 1000 20 <sup>th</sup> St #17 Mosinee, WI 54455	WIA Youth Coordinator	Lincoln	*	*
<b>Local Public Housing Auth. (2 or more) (PH)</b>					Self	Appt by WDB / Confirm by LEO
<b>(PH)</b>	Hallas. Lori (715) 365-7832 (P) (715) 365-7848 (F) lhallas@fsc-corp.org	Forward Service Corporation 100 W Keenan St Rhinelander, Wi 54501	Housing Case Manager	Oneida	*	*

Youth Council Category	Member	Organization	Title/Position	County	Nomin Process	Selec Process
Parents of Eligible Youth (at least 2)  (P)			Parent			
(P)						
Youth Council Category	Member	Organization	Title/Position	County	Nomin Process	Selec Process
Individuals, including Former Participants and Representative of Organizations that have experience relating to youth activities (2or+)  (FP)	Thao, Anna (715) 848-4007 (P) <a href="mailto:annamoua@hotmail.com">annamoua@hotmail.com</a>	1329 Townline Rd Apt C Wausau, WI 54403	Youth Participant	Marathon	*	*
(FP)	LaHue, Heather (715) 550-0849 <b>No E-Mail. Please send postal copy.</b>	8 A West Harvey Street Rhinelander, WI 54501	Youth Participant	Oneida	*	*
Job Corps (at least 2 –see Sam Cooper, WDB	Schreiner, Barbara (715) 359-1905 (P) (715) 359-1906 (F)	Job Corps Outreach Admissions & Placement Services	Admissions Counselor	Marathon	*	*

Youth Council Category	Member	Organization	Title/Position	County	Nomin Process	Selec Process
member)  (JC)	<a href="mailto:schreib@jcdc.jobcorps.org">schreib@jcdc.jobcorps.org</a>	903 Grand Ave Ste C-2 Rothschild, Wi 54474-1000				
Other Individuals  (OI)	Jelmeland, Rick (715) 358-1080 (P) (715) 358-1382 (F) jelmeland.Richard@marshfieldclinic.org	Marshfield Clinic Box 1390 Minocqua, Wi 54548	Division Human Resources Manager	Oneida	Self	Appt by WDB/Confirm by LEO
(OI)	Nystrom, Judy (715) 389-1587 (P) (715) 387-8925 (F) <a href="mailto:judynystrom@marshfieldchamber.com">judynystrom@marshfieldchamber.com</a>	MACCI PO Box 868 Marshfield, Wi 54449	Workforce Development Director	Wood	Chmber	*
(OI)	Van Zile, Leah (715) 369-7179 (P) (715) 369-7153 (F) lvanzil@wpsr.com	Wisconsin Public Service Box 160 Rhinelander, Wi 54501	Community Relations Leader	Lincoln	Nominated by Youth Council	Appt by WDB/Confirm by LEO

Other Individuals  (OI)	Rannow, Judy (715) 344-1940 (P) (715) 344-4473 (F) jrannow@portagecountybiz.com	Portage Co Business Council 5501 Vern Holmes Dr Stevens Point, WI 54481	Partners in Education Director	Portage	*	*
(OI)	Cavanaugh, Jill (715) 422-4860 (P) (715) 423-1865 (F) pie@heartofwi.com	Heart of Wi Business & Economic Alliance 1120 Lincoln St Wi Rapids, WI 54494	Business & Education Partnerships Coordinator	Wood	*	*



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## Attachment M

### Youth Council Agendas



#### YOUTH COUNCIL

Meeting, Wednesday, August 18, 2004; 9:30 – 11:30 AM  
UW- Extension, Room #2, 212 River Dr., Wausau

**Members: Cavanaugh, Jill; Cooper, Sam; Jackson, Dana; Olson, Kent; Peterson, Lisa; Clark, Richard; Hallas, Lori; Hunter, Sharon; Jelmeland, Rick; Johnson, Jolene; Keding, Stacy; Kleppe, Andrew; Kroll, David; LaVallee, Steven; Rannow, Judy; Ticknor, Mary; Sager Borowicz, Laurie; Skebba, Fred; Schreiner, Barbara; Nystrom, Judy; Thao, Anna; Van Zile, Leah; Nemke, Jane.**

#### Agenda

1. Call to order and welcome.
2. Introductions & opportunity to share youth development-related news or ideas (please update members on changes/announcements, a success story, idea, best practice, youth-related work happening in other organizations, etc.).
3. Approve minutes from May 26, 2004 meeting. \*
4. Review and distribution of finalized Youth Center Display and brochures for Job Centers and Technical Colleges.
5. Review of Youth Service Providers' Year-end Performance Report.
6. Update on new Partners In Education (PIE) organizing in Adams County. (Steve LaVallee)
7. Update on RFP for an Employability Skills Coordinator for the Portage-Adams-Wood County area.
8. Procedural matters – Review discussion format for best input, “conflict of interest” avoidance and voting procedures for Youth Council. Establishing terms for YC members? Other?
9. Review of North Central Community Action Program (NCCAP) / Department of Public Instruction (DPI) youth programs and services.
10. “Jobs Accelerating a Knowledge Economy for Education, Employment & Economic Development” (jake3) – report from Sally Cutler, NCWWDB Executive Director.
11. Update on regional PIE website, Lincoln County PIE website and plans for Youth Council website.
12. Other new or old business.
13. Next meeting: Wednesday, November 17, 2004, 9:30-11:30 AM at UW-Extension.

14. Adjourn

*\* Requires Youth Council action/approval.*



#### YOUTH COUNCIL

Meeting, Tuesday, November 23, 2004; 9:30 – 11:30 AM

UW- Extension, Room #1, 212 River Dr., Wausau

**Members: Cavanaugh, Jill; Cooper, Sam; Jackson, Dana; Olson, Kent; Peterson, Lisa; Clark, Richard; Hallas, Lori; Hunter, Sharon; Jelmeland, Rick; Johnson, Jolene; Keding, Stacy; Kleppe, Andrew; Kroll, David; LaVallee, Steven; Rannow, Judy; Ticknor, Mary; Sager Borowicz, Laurie; Skebba, Fred; Schreiner, Barbara; Nystrom, Judy; Thao, Anna; Van Zile, Leah; Nemke, Jane.**

#### Agenda

1. Call to order and welcome.
2. Introductions & opportunity to share youth development-related news or ideas (please update members on changes/announcements, a success story, idea, best practice, youth-related work happening in other organizations, etc.).
3. Approve minutes from August 18, 2004 meeting. \*
4. Nomination of Heather LaHue as a youth representative to the Youth Council.\*
5. Update on Youth Council Website.
6. Introduction of Gwen Schuyler, Employability Skills Coordinator for the Portage-Adams-Wood County area and Kathy Jamison, MCPIE Employability Skills Coordinator.
7. Review of Youth Service Providers' First Quarter 2004 Performance Report.
8. 2005 Calendar.
9. Updated Roster of Youth Council members for 2004-05.
10. Update and follow up from the Business-Education Leadership Summit, October 20, 2004.
11. "Thinking About Tomorrow Today" – a report on trends and their impact on student learning.
12. Report from the Regional Youth Development Symposium in Chicago, November 16-18, 2004.
13. Strategic Planning Preparations, Sally Cutler, NCWWDB Executive Director.
14. Other new or old business.
15. Next meeting: Wednesday, February 23, 2004, 9:30-11:30 AM at UW-Extension.
16. Adjourn.

*\* Requires Youth Council action/approval.*



## YOUTH COUNCIL

Meeting, Wednesday, February 23, 2005; 9:30 AM – 11:30 AM  
UW- Extension, Room #2, 212 River Dr., Wausau

**Members: Cavanaugh, Jill; Cooper, Sam; Jackson, Dana; Olson, Kent; Peterson, Lisa; Clark, Richard; Hallas, Lori; Hunter, Sharon; Jelmeland, Rick; Johnson, Jolene; Keding, Stacy; Kleppe, Andrew; Kroll, David; LaVallee, Steven; Rannow, Judy; Ticknor, Mary; Sager Borowicz, Laurie; Skebba, Fred; Schreiner, Barbara; Nystrom, Judy; Thao, Anna; Van Zile, Leah; Nemke, Jane.**

**(To join this meeting by teleconference please dial 1-888-677-9189 code:0292)**

## Agenda

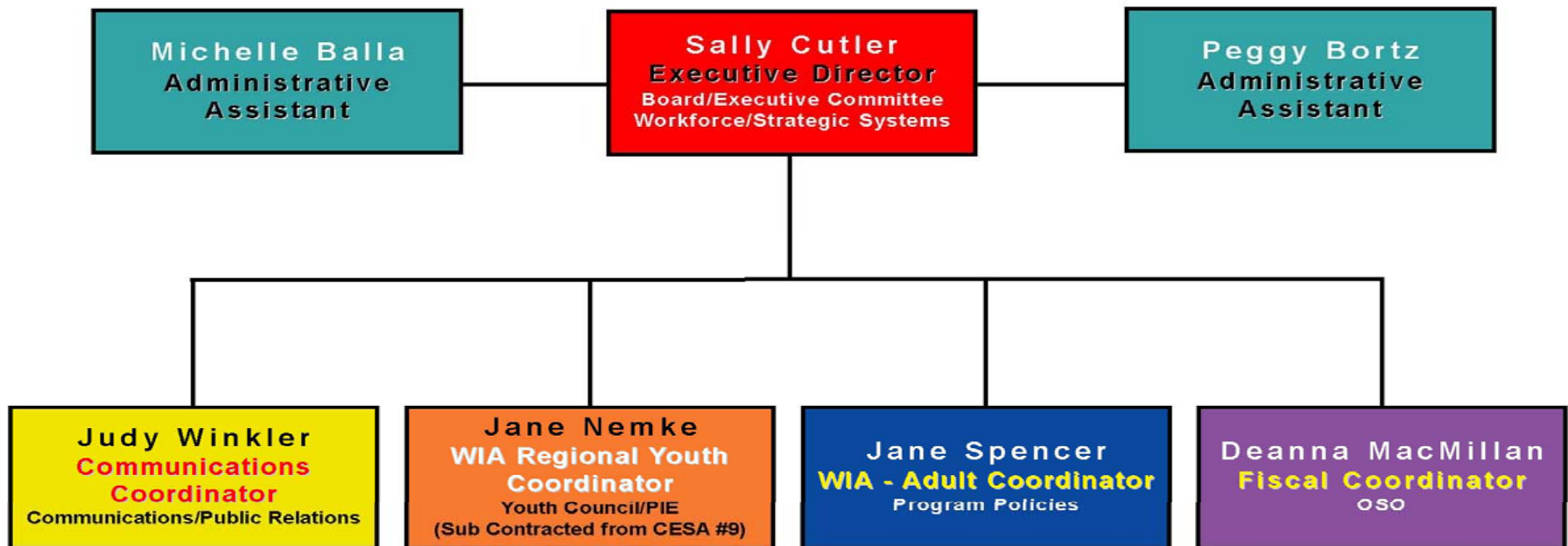
1. Call to order and welcome.
2. Introductions & opportunity to share youth development-related news or ideas (please update members on changes/announcements, a success story, idea, best practice, youth-related work happening in other organizations, etc.).
3. Approve minutes from November 23, 2004 meeting. \*
4. Introduction of Michael Klimoski, business owner and LEO. Nomination to the Youth Council.\*
5. Introduction of Jullie Purkapile, new Tech Prep Coordinator, replacing Stacy Keding at Mid-State Technical College. Nomination to the Youth Council. \*
6. Recommendation for terms of service for Youth Council members.\*
7. Recommendation for Chair and Vice Chair positions to the Youth Council for 2005 – 2006 (Program Year 2004 and 2005). \*
8. Review of Strategic Planning Process and recommended Youth Council Goal updates for 2005-06. \*
9. Assignment of ad hoc teams to address 2005-06 Youth Council Goals.
10. Review of Youth Service Providers' Second Quarter Program Year 2004 Performance Report.
11. Review 2005 Calendar.
12. Update on NCWWDB happenings from Sally Cutler, NCWWDB Executive Director.
13. Other new or old business.
14. Next meeting: Wednesday, May 25, 2005, 9:30-11:30 AM at UW-Extension.
15. Adjourn.\* ***Requires Youth Council action/approval.***

Attachment N

WDB Staff Chart



North Central Wisconsin Workforce Development Board  
Staff Organizational Chart as of 4-1-05



## Attachment O

### Comprehensive One-Stop Center's Chart

(Existing and Planned) Page 1 of 1 WDA 6

### Comprehensive Centers (Existing and Planned)

#### Existing Centers

Center Name	Location/City	Center Address	Contact Name/Phone No.
Marathon Co Job Center	Wausau	364 Grand Ave Wausau Wi 54403	Tom Younger 715-261-7742
Northern Advantage Job Center	Rhineland	100 W Keenan St Rhineland Wi 54501	Tom Younger 715-365-1500
Portage Co Job Center	Stevens Point	1001 Maple Bluff Rd Ste 1 Stevens Point Wi 54481	Dorothy Miller 715-345-5330
Wisconsin Rapids Job Center	Wisconsin Rapids	2821 8 <sup>th</sup> St S Wi Rapids Wi 54494	Jan Wegner 715-422-5021

#### Planned Over the Next Five Years

Center Name	Center Location/City	Center Address (If known)	Target Date for Opening
NONE			

# Attachment P

## Specialized Job Center Sites Chart

(Existing and Planned)

Page 1 of 1

WDA 6 \_\_\_\_\_

### Specialized Job Center Sites (Existing and Planned)

#### Existing Sites

Site Name/Location	Site Address	Contact Person Name & Phone No.	Specialized/Target Population
Langlade Co Job Center/Antigo	312 Forrest Ave Antigo Wi 54409	Larry Kind or Tom Radtke 715-623-2117	General Public
Marshfield Job Center/Marshfield	300 South Peach Ave Ste 3 Marshfield Wi 54449	Susan Hoffman 715-387-6386	General Public
Adams Co Job Center/Adams	401 N Main St Adams Wi 53910	Terri Rapp 608-339-9559	General Public

#### Planned Sites

Site Name/Location	Planned Connection to Comprehensive Center(s)	Specialized and/or Target Population	Target Date for Opening
NONE			

DWSW-13548-E (N. 01/2003)

## Attachment Q

## Job Center Usage Report

Composite



## WDA 6 All Job Centers Composite JOB CENTER OVERVIEW REPORT

Week of January 3, 2005 - January 7, 2005

APPLICANTS RECEIVING SERVICES				BUSINESSES RECEIVING SERVICES			
1. WAGNER PEYSER SERVICES				5. WAGNER PEYSER CORE SVCS			
	New	Returning			Week	Quarter	
a. Jobnet Touchscreen Job Search Sessions	100	976		a. New Job Orders Entered	184	1814	
b. Jobnet Menu of Services Sessions	157			b. Total Active Job Orders- Full Time PIT	1407		
c. Internet Hits on Job Orders (by county)	97863			c. Total Active Job Orders - PT/Seasonal PIT	324		
d. Labor Std& Eq Rts Complaints Logged	0			Other:	0	0	
Other:	0	0			0	0	
	0	0			0	0	
	0	0			0	0	
	0	0			0	0	
<b>TOTAL</b>	<b>98122</b>	<b>976</b>	<b>99098</b>		<b>1915</b>	<b>1814</b>	
2. CORE SERVICES SURVEY				MEASURED FOR THE ENTIRE QUARTER			
	Assisted - Ph	Assisted - In Pers					
a. Provided Referral To Service Providers	198	275					
b. Phone/In-Person Information Provided	621	1008					
c. Resume Assistance	2	90					
d. Testing/Assessment	3	33					
e. Career Search Assistance	12	90					
f. Workshop Attendance	2	53					
g. Job Search/Development Individual Assist	54	109					
h. Attended Employer Recruitment	0	7					
i. Certification for Permits/ER Incentives	0	6					
j. Unemployment Insurance Assistance	45	83					
k. Equal Rights/Labor Law Assistance	18	12					
l. Translation/Interpretation Services	0	17					
Job Fairs/Expos...	0	0					
Other	45	83					
	0	0					
<b>TOTAL</b>	<b>1000</b>	<b>1866</b>	<b>2866</b>				
3. WIA PROGRAM SERVICES				6. GROUP EMPLOYER SERVICES **			
	Assisted - Ph	Assisted - In Pers	Active/Open		# Events	# Empls	
a. WIA-Adult	101	54	121	a. Lab Law/Eq Rts Wkshp #Provided/Attend	0	0	
b. WIA-Dislocated Worker	721	402	538	b. Job Fairs/Expos - #Provided/Er Attendance	0	1	
c. WIA-Younger Youth	48	31	113	c. Workshops - Provided/Er Attendance	0	0	
d. WIA-Older Youth	26	39	23	d. Mass Mailings- #Times/#Total Sent	12	1931	
Other:	10	11	12	e. Surveys - Items/#Total Ers surveyed	0	0	
	0	0	0	f. Newsletters - Issues/Total Sent	0	5	
	0	0	0	g. Center Website Hits -	0	8	
<b>TOTAL</b>	<b>906</b>	<b>537</b>	<b>807</b>	h. Newspaper Ads - Ads/Newspapers	0	1	
4. On-Site PARTNER PROGRAM SERVICES *				i. Newspaper Articles - Articles/Newspapers	0	4	
	Assisted - Ph	Assisted - In Pers	Active/Open	j. Radio/TV Ads - Ads/Stations	0	1	
a. DVR	654	177	937	Other:	10	165	
b. Job Corp	0	0	0		0	0	
c. Refugee	0	0	0		0	0	
d. Child Care	94	55	349		0	0	
e. W2	393	131	158		0	0	
f. Food Stamp	330	249	1761		0	0	
g. FSET	145	102	320		0	0	
h. Medicaid	1095	888	7992		0	0	
i. WETAP Transportation	0	0	0	<b>TOTAL</b>	<b>22</b>	<b>2116</b>	
j. Carl Perkins-Adult Educ Family Literacy	0	3	14				
k. Older American	21	19	77	<b>7. INDIVIDUAL EMPLOYER SERVICES ***</b>			
l. TAA/NAFTA	43	105	272	a. Recruitment Services	21	16	
m. Native American	0	5	0	b. Business Planning/Problem Solving	0	0	
n. UI/UI Reemployment	5	30	0	c. Screening Services	0	2	
o. HUD	13	7	0	d. Retention Assistance	0	0	
p. Literacy Council	75	26	131	e. Employee Training	0	0	
q. Forward services Corp	0	0	0	f. Business Planning/Problem Solving	0	0	
r. Faith Based Org	0	0	0	g. Incentive Certification/Support	0	0	
s. Criminal Diversion Program	1	1	0	h. In-Person Staff Visit	1	1	
t. WAA	0	0	0	i. Expansion Planning	0	0	
u. Welfare To Work	0	0	0	k. Contract Planning	0	0	
v. Limited English Proficiency	33	20	60	l. Site Tour	0	0	
w. Migrant Seasonal Farm Worker/Comm Sp.	3	7	0	m. Translation/Interpretation Svcs.	10	10	
x. Veteran	87	105	68	n. Other	0	0	
Other	110	46	199		0	0	
Navigator	27	15	0		0	0	
Housing Assistance	22	12	0		0	0	
<b>TOTAL</b>	<b>3153</b>	<b>2003</b>	<b>12338</b>	<b>TOTAL</b>	<b>32</b>	<b>29</b>	
<b>TOTAL</b>	<b>103181</b>	<b>5382</b>	<b>115109</b>	<b>Totals -- Events &amp; Empls</b>	<b>1969</b>	<b>54</b>	



## **Attachment R**

### **Marathon Co Resource Sharing Agreement**

#### **MARATHON COUNTY JOB CENTER RESOURCE SHARING AGREEMENT**

**1. Define the services deemed to be appropriate to a Job Center and its partners.**

The services considered appropriate for the Marathon County Job Center include all activities authorized under the federal Workforce Investment Act (WIA), including the Worker Adjustment and Retraining Notification (WARN) provisions, the Wagner-Peyser Act, the Carl Perkins Vocational and Applied Technology Education Act, the Adult Education *and Family Literacy* Act, Title V of the Older Americans Act, the Personal Responsibility and Work Opportunities Reconciliation Act (PRWORA), the employment and training provisions in the Food Stamp Act, the various veterans employment laws, the Trade Adjustment Assistance Act (TAA), the NAFTA Trade Adjustment Assistance Act (NAFTA/TAA), the Vocational Rehabilitation Act, and other successor federal legislation which provide education, employment and job training opportunities.

Those activities specifically include the promotion and maintenance of a basic public labor exchange using the latest information technology such as Job Net, gathering and disseminating public labor market information, job search assistance to the general public, Local Veterans Employment Representative services, Unemployment Insurance profiling services; rapid response/local expeditious response to plant closures/mass layoffs, basic readjustment services and retraining services for dislocated workers; basic skills training, occupational skills training, work experience or other employment skills training for economically disadvantaged youth and adults; work experience for low-income older workers age 55 or over; adult basic education and vocational education for the general population; refugee employment services; literacy training including adult literacy, English as a Second Language and Vocational English as a Second Language; vocational rehabilitation services for the disabled; Trial Jobs, Community Service Jobs, and W-2 Transitions activities in the Wisconsin Works program; Food Stamp Employment and Training (FSET) program services, and other activities which may be authorized by state or federal law.

**2. Define who the partners are.**

The partners serving as *Job Center Management Team (JCMT)* members and/or funding sources within the Marathon County Job Center include the Wis. DWD/Division of Workforce Excellence (DWD/DWE), North Central Wisconsin Workforce Development Board (NCWWDB), the Marathon County Department of Social Services (MCDSS), the Lincoln County Department of Social Services (LCDSS), the Northcentral Technical College (NTC), the Marathon County Department of Employment and Training (MCDET), the Wis. DWD/Division of Vocational Rehabilitation (DWD/DVR), the Marathon County Department of Employment and Training (MCDET) WIA Title V Senior AIDES Project, the Wis. State AFL-CIO/Labor Education and Training Center (AFL-CIO/LETC) and the Wausau Area Hmong Mutual Assistance Association (WAHMA). Most of these partners also provide direct services to customers.

The partners serving solely as service providers include North Central Community Action Program (NCCAP), and Children's Service Society (CSS), The Women's Community (TWC) and The Neighbor's Place (TNP).

**3. Provide assurance that the services identified as being appropriate to the Job Center will be provided by the partner agencies.**

**a. JCMT Members / Funding Sources**

The Wis. DWD/Division of Workforce Excellence will promote and maintain a basic public labor exchange using the latest information technology such as JobNet, gather and disseminate public labor market information, provide Local Veterans Employment Representative services to veterans, help coordinate and provide Unemployment Insurance profiling efforts, provide job search assistance to the general public, objective assessment for WIA Adult participants, provide TAA and NAFTA/TAA services for eligible persons, career counseling to job seekers, and services to employers.

The North Central Wisconsin Workforce Development Board, in conjunction with the LEOs, will provide the administrative, planning, management and reporting functions required by WIA.

The Marathon County Department of Social Services will provide eligibility determination for public assistance programs not assigned to the W-2 agency, child care provider certification, and child care payments for eligible families.

The Lincoln County Department of Social Services will serve as the W-2 agency for Lincoln county, as well as providing eligibility determination for public assistance programs, child care provider certification, and child care payments for eligible families.

The Northcentral Technical College will provide adult basic education and vocational education for the general public, WIA basic skills training, occupational skills training and occupational classroom training; such short-term, part-time occupational or other training as may be allowed under W-2:Wisconsin Works; and employer services as appropriate under the Partnership for Full Employment model.

The Marathon County Department of Employment and Training (MCDET) will provide the administrative, planning, management and reporting functions required by W-2 and the Food Stamp Employment and Training (FSET) Program, case management for WIA Adult participants in Occupational Skills Training activities, a variety of employment related services for W-2 participants in Trial Jobs, Community Service Jobs and W-2 Transitions activities, for all FSET participants, routine facilities management for the Marathon County Job Center, and employer services.

The Wis. DWD/Division of Vocational Rehabilitation will provide vocational rehabilitation services for the disabled and such W-2 services as deemed appropriate by the W-2 agency and agreed to by DWD/DVR.

The Marathon Department of Employment and Training (MCDET) Senior AIDES Program will provide work experience activity and job placement assistance for low-income older workers age 55 and over.

The Wisconsin State AFL-CIO Labor Education and Training Center will provide rapid response and local expeditious response to plant closures/mass layoffs, basic readjustment services, coordination and case management of retraining services, Unemployment Insurance profiling services, and coordination of TAA and NAFTA/TAA services for dislocated workers.

The Wausau Area Hmong Mutual Assistance Association will provide refugee employment services and coordinate with other partners in communicating program regulations to the Southeast Asian community.

**b. Other Service Providers**

The North Central Community Action Program (NCCAP) will provide WIA Entry Employment/Work Experience activity, Basic Skills Training activity, Other activity and will coordinate WIA youth services with the local Department of Public Instruction office.

The Children's Service Society will provide classes, and a variety of other services to support families.

**4. Provide assurance that the services deemed appropriate to a Job Center and provided by each of the partners as identified above will be coordinated between partner programs.**

The partner agencies identified above will coordinate their activities under the programs identified above for the express purpose of concentrating and maximizing the public resources available to job seekers in Marathon County.

The overall vision for this coordinated service delivery system as it has evolved in Wisconsin is

known as the Partnership for Full Employment, and it is designed to provide service to both employers and job seekers on three different levels: self-service, light service and intensive (or case-managed) service. This concept has been designed to use the latest technological advances in providing such services.

**5. Identify the Job Center related common costs to be shared by the partners.**

In Marathon County, Job Center Common Costs have not been identified, and instead will be paid through each of the existing categorical programs on an equitable basis either as direct costs or shared costs.

**6. Describe the methods of sharing the Job Center related common costs equitably among the partners.**

In Marathon County, Job Center Common Costs have not been identified per se, but each of the existing and emerging categorical programs including W-2 will be encouraged to assume an equitable share of the total costs roughly proportionate to the benefits received, either as direct costs or shared costs, as the Partnership for Full Employment and the Workforce Investment Act evolve.

**7. Period of Performance**

This agreement will be in effect from July 1, 1998 until June 30, 1999.

**8. Signatures**

The signers agree to abide by the principles set forth above, and attest that this agreement meets the minimum requirements for a resource sharing agreement as described in the Wis. DWD/DWE WIA Policy and Procedures Manual. We understand that by reaching this agreement, we have met one of the conditions under which the WIA program may utilize noncompetitive, sole-source procurement.

**a. JCMT Members**

**(Signature and Date)**

\_\_\_\_\_  
WI DWD/DWE/Job Service

\_\_\_\_\_  
Wagner-Peyser and LVER

\_\_\_\_\_  
North Central Wisconsin Workforce Development Board

\_\_\_\_\_  
WIA

\_\_\_\_\_  
Marathon County Dept. of Social Services

\_\_\_\_\_  
Social Services

\_\_\_\_\_  
Lincoln County Dept. of Social Services

\_\_\_\_\_  
Social Services

\_\_\_\_\_  
Northcentral Technical College

\_\_\_\_\_  
Adult Education & Perkins Voc Ed

\_\_\_\_\_  
Marathon Co. Dept. of E&T

\_\_\_\_\_  
W-2 & FSET

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WI DWD/DVR	Vocational Rehabilitation
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Senior AIDES Project	Title V Older Americans Act
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AFL-CIO/LETC	Labor
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Wausau Area Hmong Mutual Association	Refugee Assistance
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**b. Other Service Providers**

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North Central CAP	Service Provider
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Children's Service Society	Service Provider
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## **Attachment S**

### **PAW Managers Group Protocol**

#### **PAW Managers Group**

##### **Protocol**

**Purpose:** The purpose of agreement is to consolidate operations, management and oversight of workforce development services on a regional basis.

**Common issues include leases, cost allocation, shared staff, shared costs, projects and resource sharing / expertise.**

##### **Participation**

A. The Managers Group will have twelve (12) voting organizational members. These members include:

- 1) WI DWD / Job Service (JS)
- 2) WI DWD / Division of Vocational Rehabilitation (DVR)
- 3) Mid-State Technical College (MSTC)
- 4) Adams County Department of Health and Social Services (ACDHSS)
- 5) Portage County Health and Human Services Department (PCHHSD)
- 6) Wood County Department of Social Services (WCDSS)
- 7) WI State AFL-CIO Labor Education Training Center (LETC)
- 8) Cooperative Educational Service Agency #5 (CESA #5)
- 9) North Central Community Action Program (NCCAP)
- 10) Opportunity Development Center (ODC)
- 11) Portage County Literacy Council (PCLC)
- 12) Forward Service Corporation (FSC)

B. It will receive support from representatives of ten (10) additional entities to be known as advisors. These advisors will include:

- 1) North Central WI Workforce Development Board (NCWWDB)
- 2) University of WI Extension - Small Business Development Center (SBDC)
- 3) Portage County Job Center Advisory Board
- 4) Portage County Business Council (PCBC)
- 5) Marshfield Job Center Advisory Board
- 6) PAW Area W-2 Steering Committee
- 7) University of WI Extension (UWEX)
- 8) University of WI - Stevens Point (UW-SP)
- 9) WI Learning Center
- 10) Central WI Employer Exchange

The Managers Group may add additional members as appropriate.

B. Each organizational member shall identify a principle and an alternate or proxy spokesperson (s) who will represent such member for purposes of determining consensus. Alternates will serve as spokespersons in the absence of the principle spokesperson.

C. Leadership of the Managers Group meetings will be done on a rotating basis by a convener and a recorder, with the recorder becoming convener for the next meeting.

D. Members may request that the Managers Group allow other individuals to present relevant information during the course of the meetings.

E. The NCWWDB will maintain a master file of electronic documents and hard copies of signed documents for the Managers Group. Such documents will include the date of origin.

### Decision Making

**The Managers Group will ideally operate by consensus.**

*Consensus means:*

**Whatever is stated (and subsequently written down as the decision of the group) is something that every person present “can live with” AND is willing to work to accomplish. It does not mean that every person in the group will be 100% happy with the decision.**

***A group achieves consensus by...***

starting with someone recommending a course of action and then checking to see if that is something the rest of the group can live with.

***If someone says they cannot live with the recommendation,***

it is that person’s responsibility to offer a version that they CAN live with (and which they hope the others can live with as well). At that point the members of the group are asked if this is something that everyone can live with. If someone says “no” then the process repeats itself. This goes on until the recommendation is something everyone can live with.

***This means...***

although some persons may not concur 100% with the recommendation, they will commit to carrying out their responsibilities for implementing it and will accurately report to others the decision that was reached without undermining it.

***Many times people complain that consensus takes too long and is too much work.***

This is sometimes a legitimate complaint. Nevertheless, experience has demonstrated that consensus on matters of importance takes no more time than the discussion usually associated with passing motions and voting. Consensus almost invariably saves time in the long run because when all is said and done there will be no faction that then attempts to undermine the decision.

Occasionally consensus cannot be reached. Then a voting process may have to be used. ***If no agreement is reached through discussion, a vote will be taken. The majority opinion will prevail.***

Absence from a meeting will be equivalent to not dissenting to a consensus decision.

### Agreements

A. Unless otherwise agreed upon, Managers Group members will refrain from commenting negatively on consensus-based decisions outside of Managers Group discussions.

B. We will complete a plan that reflects the final agreements that we reach.

C. The Managers Group cannot commit the resources of a member without the member's agreement.

### Consortia Meetings

- A. Summaries of Managers Group meetings will be provided by the recorder and will be provided to members within one week of each meeting via e-mail.
- B. The convener will be responsible for developing and agenda for all meetings of the Managers Group. This agenda will be developed with the members of the Managers Group.
- C. Working groups may be formed to address specific tasks or issues. Such working groups will be formed by decision of the Managers Group. Working groups may include persons not part of the Managers Group and will establish their own procedures that are consistent with the protocols described in this document. Working groups are not authorized to make decisions for the Managers Group, except as authorized.

### Safeguards for the Members

- A. Any member may withdraw from the membership at any time without prejudice by notifying the Managers Group in writing. The rest of the Managers Group will, however, continue to work to achieve the group's mission.
- B. All members must act in good faith.
- C. Contacts for discussions with the press about Managers Group business should be limited to the members. These conversations shall generally be limited to discussions of the overall objective and progress of discussions or Managers. No member will hold discussions with the press during any planning process concerning specific offers, positions or statements made, even if the party withdraws. No member shall publish in its newsletter the specific offers, positions, or statements of other members. Members may publish copies of the Managers Group's meeting summaries in their organization's newsletters.
- D. Managers Group members will support each other in the process, including accurate representation of individual members' positions as stated.**
- E. The Managers Group may decide to improve its protocol.



Signatures

We agree to the protocols of this document.

<b>Agency</b>	<b>Printed Name</b>	<b>Signature</b>	<b>Date</b>
WI DWD / Job Service (JS)			
WI DWD / Division of Vocational Rehabilitation (DVR)			
Mid-State Technical College (MSTC)			
Adams County Department of Health and Social Services (ACDHSS)			
Portage County Health and Human Services Department (PCHSD)			
Wood County Department of Social Services (WCDSS)			
WI State AFL-CIO Labor Education Training Center (LETC)			
Cooperative Educational Service Agency #5 (CESA #5)			
North Central Community Action Program (NCCAP)			
Opportunity Development Center (ODC)			
Portage County Literacy Council (PCLC)			
Forward Service Corporation (FSC)			

## **Attachment T**

### **PAW Resource Sharing Agreement**

#### **PORTAGE-ADAMS-WOOD COUNTY JOB CENTERS RESOURCE SHARING AGREEMENT**

This RESOURCE SHARING AGREEMENT is made and entered into this 1<sup>st</sup> day July, 2004, by and between:

##### **The Operating Partners**

- North Central Community Action Program (NCCAP)
- WI State AFL-CIO Labor Education Training Center (LETC)
- Opportunity Development Center (ODC)
- WI DWD Job Service (JS)
- WI DWD Division of Vocational Rehabilitation (DVR)
- Adams County Department of Social Services (ACDSS)
- Portage County Health and Human Services Department (PCHHSD)
- Wood County Department of Social Services (WCDSS)
- Mid-State Technical College (MSTC)
- Cooperative Educational Service Agency #5 (CESA #5)
- Portage County Literacy Council (PCLC)
- Forward Service Corporation (FSC)

Hereinafter, the above agencies and organizations shall be referred to as THE OPERATING PARTNERS.

##### **The One-Stop Operator Consortium**

- WI DWD / Division of Vocational Rehabilitation (DVR)
- WI DWD / DWS / Job Service
- North Central Community Action Program
- Wood County Department of Social Services (WCDSS)

Hereinafter, the above agencies and organizations shall be referred to as THE ONE-STOP OPERATOR CONSORTIUM.

Whereas, THE OPERATING PARTNERS and the ONE-STOP OPERATOR CONSORTIUM intend to create and operate four integrated employment and training centers in Portage, Adams and Wood Counties: (the Adams, Marshfield, Stevens Point and Wisconsin Rapids Job Centers, hereinafter referred to as THE JOB CENTERS) to serve the public at 401 N. Main Street, Adams, WI 53910, 300 S. Peach Avenue, Marshfield, WI 54449, 1001 Maple Bluff Road, Suite 1, Stevens Point, WI 54481 and 2800 9<sup>th</sup> Street South, Wisconsin Rapids, WI 54494; and

Whereas, THE OPERATING PARTNERS and the ONE-STOP OPERATOR CONSORTIUM desire that THE JOB CENTERS include various agencies/organizations and that these agencies/organizations occupy certain space within THE JOB CENTERS; and

Whereas, the primary lease holder for the Job Centers in Marshfield, Stevens Point and Wisconsin Rapids is the WI Department of Administration (DOA), and the primary lease holder for the Job Center in Adams is the North Central WI Workforce Development Board (NCWWDB),

Now therefore, in consideration of the mutual covenants contained herein, the amount and sufficiency of which are acknowledged by the parties hereto, THE OPERATING PARTNERS and the ONE-STOP OPERATOR CONSORTIUM do hereby agree as follows:

## 1. Terms and Cost Sharing

This agreement shall become effective upon the commencement date of the terms of the lease of the primary leaseholders and shall end when the terms of the leases ends, regardless of whether said lease terms ends by expiration or by earlier termination pursuant to provisions in the lease. All provisions of the agreement shall be construed in a manner consistent with the lease.

THE OPERATING PARTNERS agree to pay for fax phone line charges, newspaper subscriptions, supplies, Chamber of Commerce membership, and non-DWE IT equipment and software intended for public use on a pro-rated basis consistent with their percentage of staff Full-Time Equivalent (FTE) positions located in each Job Center to Wood County Department of Social Services in its role as fiscal agent for the ONE-STOP OPERATOR CONSORTIUM. (See Attachment 1)

ALL PARTNERS AGENCIES agree to pay for copy machine repair and maintenance based upon their agency's use as identified by agency-specific codes. Payment will be made to the agency either owning or leasing the copy machine. Likewise, ALL PARTNER AGENCIES requiring the use of a postal meter agree to pay for actual costs as identified by agency specific codes to the agency either owning or leasing the postal machine.

Staffing costs for the front resource desk (i.e., for the Resource Associate position) at THE JOB CENTERS will be shared among ALL PARTNER AGENCIES based on the benefit received by each participating agency and program, documented on an after-the-fact usage basis and updated quarterly, by time distribution records and other sources, and as measured by the most current percentage of staff Full-Time Equivalent (FTE) positions located in each Job Center. (See Attachment 1)

If approved by their funding sources and commensurate with the benefits received to their clients, ALL PARTNERS will help with front resource desk responsibilities at times when the individual occupying the Resource Associate position is unavailable. THE JOB CENTER program staff will coordinate front resource desk scheduling within THE JOB CENTERS. THE JOB CENTER program staff will bring staffing shortages to the attention of the Portage-Adams-Wood (PAW) OSO CONSORTIUM Job Center Management Team.

## 2. One-Stop Center

THE OPERATING PARTNERS shall participate in creating and maintaining an integrated employment and training services network with the other agencies in THE JOB CENTERS. This shall be accomplished by targeting resources toward employment service provision and economic self-sufficiency for customers of THE JOB CENTERS, in accordance with the Workforce Investment Act and other federal and state One-Stop system standards.

Said participation shall recognize the respective roles and responsibilities of THE OPERATING PARTNERS and the ONE-STOP OPERATOR CONSORTIUM in THE JOB CENTERS as described in the grants and contracts that fund their operations.

### 3. Job Center Service Delivery Management

Overall governance of THE JOB CENTERS shall be the responsibility of THE OPERATING PARTNERS.

A Portage-Adams-Wood (PAW) OSO CONSORTIUM Job Center Management Team shall be established to provide on site, day-to-day oversight of THE JOB CENTERS service delivery operations. This Job Center Management Team shall consist of a representative from each of THE OPERATING PARTNERS and the Portage-Adams-Wood (PAW) OSO CONSORTIUM. Each of THE PARTNERS retains responsibility for managing its employees but agrees to commit staff to participate in multi-agency service teams and work groups as appropriate to the provision of services being offered by the agencies. Job Center Management Team decision-making on the establishment of such teams shall be by consensus. Final authority on decision-making regarding the JOB CENTERS is the responsibility of the OPERATING PARTNERS. The Job Center Management Team shall meet on a regular and frequent basis and conduct its business in accordance with established policies and procedures governing responsible stewardship of resources and principles of consensus.

### 4. Job Center Coordination

The “PAW Managers Group Protocol” document dated 02/17/04 further describes the roles, responsibilities and operations of this Job Center Management Team that meets monthly to provide Job Center Coordination.

### 5. Job Center Resource Sharing Agreement (formerly known as an Operating Agreement)

Each PARTNER agrees to abide by the terms and conditions of the Resource Sharing Agreement as developed and approved by the Portage-Adams-Wood (PAW) OSO CONSORTIUM Job Center Management Team. The Job Center Management Team shall be responsible for recommending to the OPERATING PARTNERS revisions in the Resource Sharing Agreement as circumstances warrant.

DOA and the NCWWDB, as the primary leaseholders, will invoice THE OPERATING PARTNERS monthly for occupancy and related expenses as outlined in the Master Lease.

- All PARTNERS will be responsible for purchasing their own systems or office furniture.
- In the event that an OPERATING PARTNER leaves the JOB CENTER, its furniture will remain at the JOB CENTER provided that: a) a different agency with the same funding source as the vacating agency moves into the JOB CENTER; b) the furniture was originally purchased with JT 2000, One-Stop, PFE or other state or federal funds intended for One-Stop development; or c) an agreeable reimbursement of the cost of that furniture can be made back to the vacating partner.
- On an annual basis, the OPERATING PARTNERS will review operating costs to determine which costs will be shared (either in part or entirely) by THE OPERATING PARTNERS.
- **Operations and administrative-related expenses not covered by the funds included in this Resource Sharing Agreement will be recouped through fee for service, fundraising efforts, and/or THE OPERATING PARTNERS.**

The following are applicable to the phone system:

- The Department of Workforce Development will provide dial tone to the router for maintenance service.
- Job Service will provide basic phone for public access to call 1-800 UI Line.
- Job Service will provide fax service for all JOB CENTER OPERATING PARTNERS co-located in Marshfield Job Center, and
- Wood County Department of Social Services will provide fax service for all JOB CENTER OPERATING PARTNERS in the Wisconsin Rapids Job Center with costs to be shared and reimbursement provided to Wood County Department of Social Services in its role as fiscal agent for the PAW OSO Consortium in the same manner specified in the cost allocation attachment (see Attachment 1).

## 6. Computer Hardware and Software

All hardware and software installed by the State will be supported by the State. Problems with any State-installed hardware or software should be referred to the DWD help desk. The cost of supporting the JobNet workstations and printers will be paid by DWD. All hardware and software installed specifically for a program by any OPERATING PARTNER in THE JOB CENTER will be supported by that PARTNER at its expense unless other mutually agreed upon arrangements are made

## 7. Health and Safety

Although each employer is responsible for its own employees' health and safety (H&S) under applicable Federal and State laws and regulations, all parties to this agreement consent to provide mutual cooperation in promptly resolving H&S issues commonly related to co-located partner employees. This includes prior project notification and provision of material safety data sheets (MSDS) by an agency to other agency on-site staff when local renovation, maintenance, or cleaning work will be done by contractors or other representatives of that agency. The project notification and MSDS documents must be provided on-site no less than 7 workdays before the anticipated start of the actual work. This cooperation also includes complying with reasonable H&S related requests provided by other affected agency representatives (e.g. on-site DWD management or staff or the DWD departmental H&S officer) that do not impart a financial burden to the requested agency. In cases where a financial burden is necessary to comply, then there shall be a temporary suspension of the on-site operations creating the significant H&S issue until an equitable cost sharing agreement is negotiated among all affected agreement parties to accomplish a permanent resolution. If one participating agency under this agreement owns the office site or is designated to coordinate the physical facilities and building maintenance support for a given multi-employer office site, that agency's on-site manager will serve as a primary local coordinating focal point for the prompt reporting and resolution of local H&S issues for all on-site staff.

## 8. Transfer of Rights

No PARTNER may assign or otherwise transfer its rights under this Resource Sharing Agreement without first having obtained the written authorization and agreement of THE OPERATING PARTNERS, and documenting such changes as an amendment to the Resource Sharing Agreement.

## 9. Default

The default by any PARTNER of any covenant or agreement contained in any paragraph or provision of this Operating Agreement and/or lease shall constitute a material default. Such

default shall entitle the non-defaulting PARTNERS to terminate this Operating Agreement, *provided* that prior to such termination, the non-defaulting PARTNERS shall notify the PARTNER in default, in writing, of the nature of the default. The non-defaulting PARTNERS shall grant the PARTNER in default a period of sixty (60) days from the date of service of such notice to remedy or cease such act of default. Upon such remedy or cessation by the PARTNER in default within said sixty (60) day period, the non-defaulting PARTNERS shall waive the right to terminate for such default if corrective actions are commenced within such period and diligently pursued to completion by the PARTNER in default.

#### 10. Notice

Notice in writing referred to herein shall not be construed to mean personal notice. Such notice shall be given in writing, by either (a) United States certified mail, return receipt requested, postage prepaid, or (b) Federal Express or other similar nationally recognized overnight delivery service. Said notice shall be deemed given at the time when the same shall be received or one day after consigned to the overnight delivery service. Said notices provided hereunder shall be addressed as follows:

If to WI State AFL-CIO Labor Education Training Center:

Director  
WI State AFL-CIO Labor Education Training Center  
1900 Center Avenue  
Janesville, WI 53546-2801  
Telephone: (608) 741-3530  
Fax: (608) 741-3429  
Email: [gupperto@hotmail.com](mailto:gupperto@hotmail.com)

If to Mid-State Technical College:

Mid-State Technical College (MSTC)  
500 32<sup>nd</sup> Street North  
Wisconsin Rapids, WI 54494-5599  
Susan Scanlon  
Telephone: (715) 422-5526  
Fax: (715) 422-5561  
Email: [sscanlon@midstate.tec.wi.us](mailto:sscanlon@midstate.tec.wi.us)

If to North Central Community Action Program:

Director  
North Central Community Action Program  
PO Box 1141  
Wisconsin Rapids, WI 54495-3311  
Telephone: (715) 424-2581  
Fax: (715) 424-0771  
Email: [ronnccap@charter.net](mailto:ronnccap@charter.net)

If to Opportunity Development Center:

Vice-President - Services  
Opportunity Development Center  
1191 Huntington Ave.  
Wisconsin Rapids, WI 54495  
Telephone: (715) 424-2712

Fax: (715) 424-2712  
Email: [culrich@odcinc.com](mailto:culrich@odcinc.com)

If to Wood County Department of Social Services or for the PAW W-2 Consortium:

Director  
Wood County Department of Social Services  
400 Market Street  
Wisconsin Rapids, WI 54494  
Telephone: (715) 421-8600  
Fax: (715) 421-8693  
Email: [jchrest@co.wood.wi.us](mailto:jchrest@co.wood.wi.us)

If to Portage County Health and Social Services Department:

Director  
Portage County Health and Human Services Department  
817 Whiting Avenue  
Stevens Point, WI 54481  
Telephone: (715) 345-5350  
Fax: (715) 345-5966  
Email: [pageld@co.portage.wi.us](mailto:pageld@co.portage.wi.us)

If to Adams County Department of Social Services:

Director  
Adams County Department of Social Services  
108 E. North Street  
Friendship, WI 53934  
Telephone: (608) 339-4253  
Fax:  
Email: [swormet@co.adams.wi.us](mailto:swormet@co.adams.wi.us)

If to Forward Service Corporation:

Forward Service Corporation (FSC)  
3116 International Lane  
Madison, WI 53704  
Marcia Christiansen  
Telephone: (608) 244-3526  
Fax: (608) 244-1633  
Email: [mchri@fsc-corp.org](mailto:mchri@fsc-corp.org)

If to Portage County Literacy Council:

Director, Portage County Literacy Council  
Portage County Job Center  
1001 Maple Bluff Road, Suite 1  
Stevens Point, WI 54481  
Dr. Tom Parker  
Telephone: (715) 345-5330  
Fax: (715) 345-5221  
Email: [pclc@pocolit.org](mailto:pclc@pocolit.org)

If to Cooperative Educational Service Agency #5 Youth Programs:

CESA #5 Youth Programs  
Portage County Job Center  
1001 Maple Bluff Road, Suite 1  
Stevens Point, WI 54481  
Marcia Stahl  
Telephone: (715) 345-5330  
Fax: (715) 345-5221  
Email: [stahlm@cesa5.edu](mailto:stahlm@cesa5.edu)

If to State of Wisconsin Department of Workforce Development, Division of Workforce Solutions, Job Service Bureau, and Division of Vocational Rehabilitation:

State of Wisconsin/Department of Workforce Development  
Administrative Services Div./Facilities Management Bureau  
201 East Washington Avenue, Room 431x  
P.O. Box 7946  
Madison, WI 53707-7946  
Telephone: (608) 266-1777  
Fax: (608) 267-3757

Any PARTNER may change its address for notice purposes by so advising the other PARTNERS in writing.

11. THE PARTNERS reserve the right to modify the scope, direction, structure, and content of this Resource Sharing Agreement based on legislative changes, governing board directives, and funding availability. This Resource Sharing Agreement shall be reviewed at least annually and may be amended as needed by mutual consent of THE PARTNERS.
12. The laws of the State of Wisconsin shall govern the validity, performance, and enforcement of this Resource Sharing Agreement. The rights and remedies herein granted are cumulative and are in addition to any given by statute, rule of law, or otherwise, and the use of one remedy shall not be taken to exclude or waive the right to use another.
13. This Resource Sharing Agreement contains all the terms and conditions agreed upon by the parties hereto, and no agreement, oral or otherwise, regarding the subject matter of this Resource Sharing Agreement shall be deemed to exist or be binding upon any of the parties hereto.
14. No modification, amendment, waiver, or release of any provisions of this Resource Sharing Agreement or of any right, obligation, claim, or cause of action arising hereunder shall be valid or binding for any purpose unless in writing and duly executed by the party against whom the same is asserted.
15. This Resource Sharing Agreement when fully executed shall be binding upon the respective administrators, successors, and assigns of the parties hereto.
16. This single Resource Sharing Agreement replaces similar documents known as Operating Agreements currently in effect for the Portage, Adams and Wood County Job Center areas prior to the formation of the combined PAW OSO Consortium and the combined PAW W-2 Consortium.



17. The term of this Resource Sharing Agreement shall be from July 1, 2004 to June 30, 2008; or until the reauthorization or repeal of the Workforce Investment Act, if either event happens prior to June 30, 2008.

In witness whereof, the parties have hereunto subscribed their names as of the date shown below.

\_\_\_\_\_  
Geoff Upperton, Director  
WI State AFL-CIO Labor Education Training Center

Date \_\_\_\_\_

\_\_\_\_\_  
Ron Schnyder, Executive Director  
North Central Community Action Program

Date \_\_\_\_\_

\_\_\_\_\_  
Susan Scanlon  
Mid-State Technical College

Date \_\_\_\_\_

\_\_\_\_\_  
Carol Ulrich, VP Services  
Opportunity Development Center

Date \_\_\_\_\_

\_\_\_\_\_  
John Chrest, Director  
Wood County Department of Social Services

Date \_\_\_\_\_

\_\_\_\_\_  
Judy Bablitch, Director  
Portage County Health and Human Services Department

Date \_\_\_\_\_

\_\_\_\_\_  
Richard Holt, Director  
Adams County Department of Social Services

Date \_\_\_\_\_

\_\_\_\_\_  
Marcia Christiansen, Executive Director  
Forward Service Corporation

Date \_\_\_\_\_

\_\_\_\_\_  
Dr. Tom Parker, Director  
Portage County Literacy Council

Date \_\_\_\_\_

\_\_\_\_\_  
Marcia Stahl, Director  
CESA #5 Youth Programs

Date \_\_\_\_\_

\_\_\_\_\_  
William Clingan, Administrator  
State of Wisconsin/Department of Workforce Development

Date \_\_\_\_\_

Division of Workforce Solutions

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Charlene Dwyer, Administrator  
State of Wisconsin/Department of Workforce Development  
Division of Vocational Rehabilitation

Date

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Jeanne Frey, Director  
State of Wisconsin/Department of Workforce Development  
Division of Administrative Services/Facilities Management Bureau

Date

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## Attachment U

**WIA Memorandum of Understanding  
North Central Wisconsin Workforce Development Area #6  
Memorandum of Understanding  
Pursuant to the Workforce Investment Act of 1998**

Revised January 2, 2004

**1. Parties: The parties to this Memorandum of Understanding (MOU) are:**

North Central Wisconsin Workforce Development Board (NCWWDB)  
1121 W Grand Avenue  
Wisconsin Rapids, WI 54495  
Chair: Charmaine Prewitt  
Administrative Staff: Sally Cutler  
Phone: 715-422-4720  
Fax: 715-422-4715  
E-mail: [scutler@ncwwdb.org](mailto:scutler@ncwwdb.org)

North Central Wisconsin Counties Consortium  
6116 Evergreen Lane  
Wabeno, WI 54566-9147  
Chief Local Elected Official: Erhard Huettl  
Phone: 715-473-5314  
Fax: 715-473-3213  
E-mail: [mehuettl@ez-net.com](mailto:mehuettl@ez-net.com)

One-Stop Partners (organization name, acronym and related fund source description if needed to identify as mandated One –Stop partner)

Division of Vocational Rehabilitation (DVR) – VR  
PO Box 7852  
2917 International Lane  
Madison, WI 53707-7852  
Charlene Dwyer  
Phone: 608-241-5600  
Fax: 608-243-5680  
E-mail: [charlene.dwyer@dwd.state.wi.us](mailto:charlene.dwyer@dwd.state.wi.us)

Forward Service Corporation (FSC) – WtW and TANF/W-2  
1402 Pankratz St Ste 101  
Madison, WI 53704  
Marcia Christiansen  
Phone: 608-244-3526  
Fax: 608-244-1633  
E-mail: [mchri@fsc-corp.org](mailto:mchri@fsc-corp.org)

Experience Works – Title V OAA SCSEP  
517 Court Street, Suite 107  
Neilsville, WI 54456  
Pat Langreck  
Phone: 715-743-4636  
Fax: 715-743-4050

E-mail: [wigthumb@tds.net](mailto:wigthumb@tds.net)  
Job Corps – Blackwell Civilian Job Corps Center  
Rt. 1, PO Box 233A  
Laona, WI 54541  
Sam Cooper  
Phone: 715-674-2311  
Fax: 715-674-4305  
E-mail: [black@jcdc.jobcorps.org](mailto:black@jcdc.jobcorps.org)

Job Service (WI DWD) – Wagner-Peyser, TAA, NAFTA-TAA, & Veterans E & T Program  
Division of Workforce Excellence  
201 East Washington Avenue, PO Box 7972  
Madison, WI 53707-7972  
Brian Solomon  
Phone: 608-266-2284  
Fax: 608-267-2392  
E-mail: [brian.soloman@dwd.state.wi.us](mailto:brian.soloman@dwd.state.wi.us)

Lac du Flambeau Band of Lake Superior Chippewa Indians, Inc. – USDOL DINAP WIA Section  
166 Grantee  
PO Box 67  
Lac du Flambeau, WI 54538  
Ann Williams  
Phone: 715-588-3585  
Fax: 715-588-7930  
E-mail: None

Marathon County Department of Employment & Training (MCDET) – TANF/W-2, WIA Title I-B & Title V OAA SCSEP  
364 Grand Avenue  
Wausau, WI 54403-0221  
Mary Lontkowski  
Phone: 715-261-7704  
Fax: 715-261-7757  
E-mail: [mclontkowski@mail.co.marathon.wi.us](mailto:mclontkowski@mail.co.marathon.wi.us)

Mid-State Technical College (MSTC) – Carl Perkins and AEFL  
500 32<sup>nd</sup> Street North  
Wisconsin Rapids, WI 54494-5599  
Vickie Lock  
Phone: 715-422-5526  
Fax: 715-422-5561  
E-mail: [Vickie.lock@mstc.edu](mailto:Vickie.lock@mstc.edu)

Nicolet Area Technical College (NATC) – Carl Perkins and AEFL  
Highway G South, PO Box 518  
Rhinelander, WI 54501  
Todd Allgood  
Phone: 715-365-4466  
Fax: 715-365-4445  
E-mail: [tallgood@nicolet.tec.wi.us](mailto:tallgood@nicolet.tec.wi.us)

North Central Community Action Program (NCCAP) – CSBG

1430 2<sup>nd</sup> Street North  
Wisconsin Rapids, WI 54494  
Ron Schnyder  
Phone: 715-424-2581  
Fax: 715-424-0771  
E-mail: [ronsncap@charter.net](mailto:ronsncap@charter.net)

North Central Wisconsin Workforce Development Board (NCWWDB) – WIA  
1121 W Grand Avenue  
Wisconsin Rapids, WI 54495  
Sally Cutler  
Phone: 715-422-4720  
Fax: 715-422-4715  
E-mail: [scutler@ncwwdb.org](mailto:scutler@ncwwdb.org)

Northcentral Technical College (NTC) – Carl Perkins and AEFL  
1000 W Campus Drive  
Wausau, WI 54401  
Carolyn Michalski  
Phone: 715-675-3331  
Fax: 715-675-9776  
E-mail: [michalsk@ntc.edu](mailto:michalsk@ntc.edu)

Unemployment Insurance (UI) “WI DWD” – Unemployment Insurance  
201 East Washington Avenue, Room 301  
Madison, WI 53707  
Al Jaloviar  
Phone: 608-266-8211  
Fax: 608-267-0593  
E-mail: [jalova@dwd.state.wi.us](mailto:jalova@dwd.state.wi.us)

Wisconsin Indian Consortium – USDOL DINAP WIA Section 166 Grantee  
PO Box 39  
Odanah, WI 54861  
Dana Jackson  
Phone: 715-682-7111  
Fax: 715-682-7118  
E-mail: [djacksonbred@yahoo.com](mailto:djacksonbred@yahoo.com)

Wood County Department of Social Services (WCDSS) – W-2/TANF  
400 Market Street  
Wisconsin Rapids, WI 54494  
John Chrest  
Phone: 715-421-8640  
Fax: 715-421-8693  
E-mail: [jchrest@co.wood.wi.us](mailto:jchrest@co.wood.wi.us)

The aforementioned information may be updated from time to time by giving written notice to all.

For the purposes of this document the words “party”, “parties”, “partner”, and “partner agency(ies)” all

refer to the federally funded programs included in the Workforce Investment Act (WIA) of 1998 or Wisconsin's WIA State Plan.

## **2. Services to be provided through the One-Stop System**

### **a) Core Services:**

- 1) Core services for each partner at each location, and the arrangements for providing those services.

See the Operating Agreement and/or Resource Sharing Agreement for each OSO Consortium.

- 2) Efforts to ensure non-duplication of core services.

The Job Center Management Teams will coordinate the delivery of core services in their Job Centers. To the extent funding is available, Wagner-Peyser (Job Service) will provide core services to the general public, supplemented by WIA Title I Adult and W-2 funds. See also Section 3

- 3) If applicable, how core services are coordinated based on high priority needs planning by the WDB. N/A

### **b) Intensive and Training Services:**

- 1) Intensive and training services provided on site by each One-Stop partner, and the arrangements for providing those services.

See the Operating Agreement and/or Resource Sharing Agreement for each OSO Consortia.

- 2) Methods to provide access to intensive and training services if not offered on site.

Partner agencies will provide access to off-site services by disseminating information in hardcopy or electronic formats; placing phone calls; faxing information; and setting up appointments with eligibility, screening, case management, and/or counseling staff.

- 3) If applicable, how intensive and training services are coordinated based on high priority needs planning by the WDB. N/A

## **3. Coordination Provisions**

Each partner agency agrees to the following coordination provisions:

### **a) Interagency Planning**

- 1) Each agency signing this MOU will designate one representative to serve as an active member of the Job Center Management Team for each Job Center in which the partner agency is co-located. Partner agencies, which are not co-located, may also designate a representative to these Teams. All designees will have the authority to act for the program/agency they represent to effectively carry out the responsibility of the Job Center

Management Team. Job Center Management Teams may also include other agencies, not just “required partner” agencies specified under WIA.

- 2) Each agency will provide timely and accurate information on its workforce development activities to the Workforce Development Board and Local Elected Official Consortium to assist in strategic planning and the integration of programs through the One-Stop delivery system.
- 3) Each agency will integrate the WDA needs and goals as identified in the North Central Wisconsin Comprehensive Workforce Investment Act (WIA) Plan into agency-specific plans as each agency deems appropriate.

b) Job Seeker/Client Service Integration

- 1) Each agency will promote the Job Center as the primary point of intake for area job seekers.
- 2) Each agency will provide current information on agency services, eligibility, and referral processes to allow customers and Job Center partner agency staff to identify and access appropriate services to meet individual customer needs.
- 3) Each agency will assist in the inclusion of service information in Job Center marketing materials, the Job Center Automated Menu of Service, and other agreed upon public information vehicles.
- 4) Each agency will provide training to Job Center partner agency staff on services, eligibility and referral procedures to facilitate the Job Center resource/help desk, information and referral functions.
- 5) Each agency will allow appropriate staff to participate in training on other agency services, eligibility and referral procedures.
- 6) Each agency will respond to Job Center referrals in a timely and courteous manner to enhance public perception of Job Center services.
- 7) Each agency will share appropriate information on the status of referrals, the assessment of clients, and the development of service plans, provided that proper releases of information are in place.
- 8) Each agency will assist in the provision of Job Center services as indicated in this MOU and attached documents.
- 9) Each agency will refer participants in need of Job Center partner agency services to the Job Center or affiliated sites for such assistance or coordinate such agency services to avoid unnecessary duplication of effort.
- 10) Each agency will accept partner agency information, such as testing results, as appropriate to avoid unnecessary duplication.

- 11) Each Agency will assist in the ongoing development of Job Center services through interagency team participation, such as Job Center staff and case management meetings.
- 12) Each agency will share information on program/agency performance and customer satisfaction for use by customers, the Workforce Development Board, the Local Elected Officials, and other partner agencies.

c) Employer Services

- 1) Each agency will promote the Job Center as the primary system for employers to place job orders to maximize the information available on workforce demand whenever reasonable and feasible.
- 2) Each agency will utilize and support JobNet and other agreed upon job order systems (e.g. America's Job Bank) as the primary vehicles for posting job orders.
- 3) Each agency will provide current information on agency services and programs, eligibility and referral processes to allow employers, customers, and Job Center partner agency staff to identify and provide access to appropriate services to meet employer needs.
- 4) Each agency will assist in the inclusion of employer service information in marketing materials, in the Job Center Automated Menu of Service, and other communication vehicles.
- 5) Each agency will provide training to Job Center partner agency staff on employer services, eligibility and referral procedures to facilitate the Job Center help desk, information, and referral functions.
- 6) Each agency will allow appropriate staff to participate in training on other agency employer services, eligibility, and referral procedures.
- 7) Each agency will encourage staff participation in employer outreach efforts such as Job Fairs, Labor Law Clinics, and other special events.
- 8) Each agency will encourage appropriate staff to participate on interagency employer relations and marketing teams.
- 9) Each agency will market agency specific employer services along with employer services available through other partner agencies as a package to employers.
- 10) Each agency will respond to all employer contacts in a timely and courteous manner to enhance public perception of Job Center services.

**4. Costs of Services and Operating Costs of Operating the One-Stop System**

- a) For the core, intensive and training services:



- 1) Detail, by each service and by each One-Stop partner, how costs for each service will be funded.

Each One-Stop partner will fund services as outlined in the Resource Sharing Agreements and/or Operating Agreements developed separately by each One-Stop Operator Consortium.

- 2) Cost allocation methods, if applicable, used to determine how services would be funded.

All agencies and programs will assume an equitable share of the costs in proportion to the benefits received.

Also see the attachment entitled “NCWWDB Shared Costs Template” developed for this purpose, based upon the most recent guidance found in the U.S. Department of Labor’s One-Stop Comprehensive Financial Management Technical Assistance Guide, April, 2002 Edition.

b) For the operating costs of the system:

- 1) Definition of the One-Stop System. (The One-Stop System in the Local WIA Plan, including modifications thereto, can be incorporated into this MOU by reference.)

See Section V in the PY 2003 WIA Plan for the period ending June 30, 2005.

- 2) How each One-Stop partner’s equitable share was determined, and what form it will take.

Each partner’s equitable share of any given cost is proportionate to the benefit received by each agency and each program from each cost, as adjusted to exclude those specific costs for which some agencies and programs are prohibited by applicable legislation or regulation from paying.

On at least an annual basis, Job Center partner agencies negotiate the staffing of the resource room, outreach to employers, and paying for facility, operating, and other common costs such as Local Area Networks (LANs). An agency or program’s share may be derived from contributed staff time, equipment and/or supplies; a subcontract with another agency to provide a service; or a direct payment for agreed upon common costs.

Costs will be reconciled among participating agencies and programs not less than annually.

- 3) Cost allocation methods used to determine how the operating system would be funded.

As with service provision, all agencies and programs will assume an equitable share of the operating costs in proportion to the benefits received, as adjusted to exclude those specific costs for which some agencies and programs are prohibited by applicable legislation or regulation from paying. Costs will be reconciled among participating agencies not less than annually.

Also see the attachment entitled “NCWWDB Shared Costs Template” developed for these purposes,

based upon the most recent guidance found in the U.S. Department of Labor's One-Stop Comprehensive Financial Management Technical Assistance Guide, April, 2002 Edition.

## **5. Methods for Referral of Individuals between the One-Stop Operator and between the One-Stop Partners.**

- a) Processes for referral to partners within the Job Center to and from partners located in network or affiliated sites.

The primary mechanism for referrals within the Job Center will be direct contact among program operators. Alternate methods within the Job Center and to and from partners outside of the Job Center include phone, e-mail, fax, use of common referral form, or specific referral form if required by an agency.

- b) Special agreements for confidentiality and information sharing, if developed.

All partner agencies recognize the need for adequate measures to ensure client confidentiality, including written release forms, and agree to follow the security procedures required by each program. The partners jointly agree to follow all confidentiality and computer security including but not limited to:

- DWD DES Administrator's Memo #04-00
- DWD DES Administrator's Memo #99-07
- DWD DWST Operations Memo #00-07
- DWD OPS Memo #00-25
- Section 108.14(7) of the Wisconsin Unemployment Compensation Law
- 24 CFR 361.38 of the Vocational Rehabilitation Act
- Federal Privacy Act

For those agencies with a need to use state databases,

- 1) Job Service will manage access to the system for employer information following DWD-DWS's MOU for Automated Systems Access, and
- 2) W-2 agencies, acting on behalf of the DWD Division of Economic Support will manage access to the Client Assistance for Re-employment and Economic Support (CARES).

Partner agencies agree to work cooperatively to develop and use "Confidentiality Statements" and "releases of Information" for general Job Center purposes on an "as needed" basis.

## **6. Duration, Dispute Resolution, Withdrawal, Amendment and Severability**

- a) Duration: This MOU shall be reviewed annually and with modifications shall remain in effect until terminated by the repeal of the Workforce Investment Act of 1998 ("WIA"), otherwise by action of law, or in accordance with this section.
- b) Withdrawal: Any party may withdraw from this MOU by giving written notice of intent of withdraw at least 120 calendar days in advance of the effective

- 1) Notice of withdrawal shall be given to all parties at the addresses shown in Section 1 of this MOU, and to the contact persons so listed. Considering any information updates received by the parties pursuant to Section 1.
  - 2) Should any One-Stop Partner withdraw, the MOU shall remain in effect with respect to other remaining One-Stop Partners.
- c) Amendments: The MOU may be amended at any time by written agreement of the parties. Assignment of responsibilities under this MOU by any of the parties shall be effective upon written notice to the other parties.
- d) Severability: If any part of this MOU is found to be null and void, or is otherwise stricken, the rest of this MOU shall remain in force.

## **7. Other provisions.**

- a) Any other provisions as determined locally. None.

Hold Harmless/Indemnification: Each partner agency agrees to indemnify, defend, and save harmless the other partners, and the officers, agents and employees of the other partners, from any and all claims and losses accruing or resulting to any and all contractors, subcontractors, suppliers, laborers, and from any and all claims and losses accruing or resulting to any person, firm or corporation who may be injured or damaged by the negligent acts or omissions of the indemnifying partner in performance of this MOU.

## **8. Attachments:**

NCWWDB Shared Costs Template (an Excel spreadsheet).

## **9. Signatures:**

Signed for: **North Central Wisconsin Workforce Development Board, Inc.**

By: Charmaine Prewitt, Chair

Signature: \_\_\_\_\_ Date: \_\_\_\_\_

Signed for: **North Central Wisconsin Local Elected Officials Consortium**

By: Erhard Huettl, Chair

Signature: \_\_\_\_\_ Date: \_\_\_\_\_

Signed for: **WI DWD Division of Vocational Rehabilitation**

By: J Jean Rogers, District Director

Signature: \_\_\_\_\_

Date: \_\_\_\_\_

Signed for: **Forward Service Corporation, Inc.**

By: Marcia Christiansen, Chief Executive Officer

Signature: \_\_\_\_\_

Date: \_\_\_\_\_

Signed for: **Experience Works**

By: Patricia Langreck, Director

Signature: \_\_\_\_\_

Date: \_\_\_\_\_

Signed for: **Job Corps**

By: Steve Garlington, Regional Director

Signature: \_\_\_\_\_

Date: \_\_\_\_\_

Signed for: **WI DWD Job Service**

By: Brian Solomon, DWS Assistant Administrator

Signature: \_\_\_\_\_

Date: \_\_\_\_\_

By: Jack Wichita, District Director

Signature: \_\_\_\_\_

Date: \_\_\_\_\_

Signed for: **Lac du Flambeau Band of Lake Superior Chippewa Indians, Inc.**

By: Ann Williams, WIA Director

Signature: \_\_\_\_\_

Date: \_\_\_\_\_

Signed for: **Marathon County Department of Employment and Training**

By: Mary Lontkowski, Director

Signature: \_\_\_\_\_ Date: \_\_\_\_\_

Signed for: **Mid-State Technical College**

By: John Clark, President

Signature: \_\_\_\_\_ Date: \_\_\_\_\_

Signed for: **Nicolet Area Technical College**

By: Adrian Lorbetske, President

Signature: \_\_\_\_\_ Date: \_\_\_\_\_

Signed for: **North Central Community Action Program**

By: Ron Schnyder, Director

Signature: \_\_\_\_\_ Date: \_\_\_\_\_

Signed for: **Northcentral Technical College**

By: Robert Ernst, President

Signature: \_\_\_\_\_ Date: \_\_\_\_\_

Signed for: **WI DWD Unemployment Insurance**

By: Bruce C. Hagen

Signature: \_\_\_\_\_ Date: \_\_\_\_\_

By: Carolynne Quigley , Unemployment Benefit Supervisor

Signature: \_\_\_\_\_ Date: \_\_\_\_\_

Signed for: **Wisconsin Indian Consortium**

By: Dana Jackson, WIA Director

Signature: \_\_\_\_\_

Date: \_\_\_\_\_

Signed for: **Wood County Department of Social Services**

By: John Chrest, Director

Signature: \_\_\_\_\_

Date: \_\_\_\_\_

## Attachment V

### Performance Indicators and Goals Chart

Attachment 3

WIA requirement at Section 136(b)	PY02		PY03		PY04 YTD		DOL GPRA (PY03-04)	Proposed Standards	
	Std.	Actual	Std.	Actual	Std.	Actual		PY2005	PY2006
<b>Adults:</b>									
Entered Employment	74%	64%	71%	65%	72%	67%	71%	73%	74%
Employment Retention	82%	80%	80%	81%	81%	78%	82%	82%	83%
Earnings Change	\$3,871	\$2,280	\$2,900	\$2,352	\$3,000	\$2,456	\$ 3,475	\$ 3,000	\$ 3,100
Employment and Credential Rate	61%	54%	62%	43%	63%	47%		64%	65%
<b>Dislocated Worker</b>									
Entered Employment	84%	85%	78%	86%	80%	86%	78%	86%	87%
Employment Retention	93%	93%	88%	94%	90%	91%	88%	91%	92%
Earnings Change							\$(1,353)	\$ (1,353)	\$ (1,253)
Employment and Credential Rate	61%	57%	62%	64%	65%	61%		65%	66%
<b>Youth Aged 19-21:</b>									
Entered Employment	73%	71%	63%	69%	65%	77%	65%	70%	71%
Employment Retention	79%	79%	78%	84%	80%	77%	78%	80%	81%
Earnings Change	\$3,383	\$2,634	\$2,900	\$3,406	\$3,000	\$3,158		\$ 3,100	\$ 3,200
Credential Rate	52%	38%	53%	50%	55%	52%		55%	57%
<b>Youth Aged 14-18:</b>									
Attainment of Basic, Work Readiness, &/or Occupational Skills	73%	79%	65%	90%	72%	90%		90%	92%
Attainment of Secondary School Diplomas/Equivalents	57%	60%	58%	68%	59%	82%	52%	63%	64%
Placement and Retention in Post-Secondary Education/Training	55%	68%	50%	70%	58%	75%		75%	77%
Participant Customer Satisfaction	70%	66%	70%	66%	70%	72%		71	72
Employer Customer Satisfaction	69%	74%	70%	74%	70%	74%		72	73

## Attachment W

### Priority of Service Policy



#### Priority of Service Policy – Waiting List- for those Adults Eligible for ITA's

1. Those candidates who are on the waiting list must meet the eligibility requirements to receive training for the WIA Adult Program.
2. These requirements are:
  - a. Having an individual income below 200% of the federal poverty level in effect at the time the decision to provide an Individual Training Account is approved.
  - b. Program of choice must be on the “demand occupation” list for the local area.
  - c. Has met all pre-program expectations and appointments.
  - d. Residency in the following priority order:
    1. residents of the nine counties comprising WDA 6 and/or workers who last employment was in WDA 6.
    2. Wisconsin residents not located or working in WDA 6.
    3. other U.S. residents

#### Priority of Service Policy Waiting List for Training Services - Application

Documentation is needed to identify who is on the “waiting list” and why or why not this individual was chosen from the others on the “waiting list.”

\_\_\_\_\_ Date the individual was placed on the list  
\_\_\_\_\_ Name  
\_\_\_\_\_ Address  
\_\_\_\_\_ Phone No.  
\_\_\_\_\_ Confirmation that original eligibility was met

The following information is provided to make sure that our policy is non-discriminatory.

\_\_\_\_\_ Gender  
\_\_\_\_\_ Race/Ethnicity  
\_\_\_\_\_ Age

#### WIA ADULT PRIORITY SELECTION:

- \_\_\_\_\_ (20) Cash/Public Assistance
1. \_\_\_\_\_ (20) Veteran “Honorably discharged Veterans eligible for preference will receive such preference over non-veterans, if point scores awarded from comparing other characteristics are equal.”
2. \_\_\_\_\_ (20) Not eligible for other grants and loans
3. \_\_\_\_\_ (10) Single Parent Head of Household
4. \_\_\_\_\_ Poverty Level
  - 0% to 50% of Poverty - 30 points
  - 50% to 100% of Poverty – 27 points
  - 100% to 150% of Poverty – 24 points
  - 150% to 200% of Poverty – 21 points



\_\_\_\_\_ Total number of points (Out of 100 possible)  
(The Priority of Service Policy waiting list will be updated every program year to ensure that the candidates are still ready to participate and have not lost their place in the selection process)

\_\_\_\_\_  
Participant's Signature

\_\_\_\_\_  
Date

\_\_\_\_\_  
Case Manager's Signature

\_\_\_\_\_  
Date

## **Attachment X**

### **WDA #6 Rapid Response Procedures**

#### **WDA 6 – RAPID RESPONSE PROCEDURES**

WIA Title IB requires that a WDA have Rapid Response procedures in place to address any type of downsizing activity, including plant closings, mass layoffs, regular layoffs and natural disasters.

Publicly funded agencies learn of impending plant closings or layoffs in a variety of ways. A friend or family member working at a business may mention what is going through the "rumor" mill. Company officials may notify Department of Workforce Development (DWD) staff 60 days prior to an event through submission of a Worker Adjustment and Retraining (WARN) Notice. Union stewards may inform local labor councils which in turn notify the AFL-CIO LETC. Staff may learn of downsizing activities through the local news media. No matter what the source of information, publicly funded agencies have the responsibility for determining the accuracy of information; notifying the right agencies through the proper channels; and providing timely, professional services to affected workers and businesses. With an agreed upon sequence and assignment of responsibilities, publicly funded agencies can effectively coordinate their services.

#### **PROCEDURE**

Companies are required to file WARN notices if a) they close and this closing affects 25 or more workers or b) they lay off 25% of their workforce or 500 or more workers. The filing of a WARN notice helps determine which of two different processes takes place and whether DWD or a local area is responsible for responding. The two processes for response are:

1. Local Expeditious Response: Less than 50 workers laid off and no WARN filed; and
2. State Rapid Response: 50 or more people laid off or WARN filed. Sometimes companies file a WARN notice even if they are not required to do so by law. Whenever a company contacts the state, DWD staff will determine DWD's role.

#### **Local Expeditious Response**

The agency funded to provide WIA Title IB Dislocated Worker services is responsible for directly contacting the business and arranging the initial planning meeting with company officials and union representatives if bargaining units will have affected workers. This contact (usually a phone call) occurs as quickly as possible, normally within 48 hours of the notification. The initial meeting should be held as soon as possible when most representatives can attend. These representatives consist of:

- Company Human Resource staff and/or CEO;
- Union Officials (if bargaining units are affected);
- Local WIA Title IB agency; and
- Others as appropriate for the individual situation (outplacement firms retained by the company, translators, economic development staff, legislators).

The purpose of the initial planning meeting is to gather information about the downsizing event and to agree upon and schedule the meetings for the affected workers. The Local WIA Title IB agency is responsible for a) coordinating the logistics of the worker meetings, b) developing the worker meeting agenda, c) scheduling agencies for presentations and d) providing a flyer or posting that will be distributed to or posted for the affected workers. The local WIA Title IB agency retains the lead in working with the business. If the closing/layoff affects workers who either live or want to receive

services outside of the affected WDA, the local WIA Title IB agency will inform the corresponding WIA Title IB agency of the (usually) adjacent WDA and discuss coordination issues. Coordination may include the corresponding agency attending the worker meeting and/or providing literature on services.

### State Rapid Response

State DWD staff are responsible for taking the lead role and coordinating any Rapid Responses. They must attempt to contact the business within 48 hours of notification and arrange the initial planning meeting with company officials. The local WIA Title IB agency must coordinate with DWD staff. Sometimes DWD staff are not available and will request that the local WIA Title IB agency take the lead on the response. In this case, the local WIA Title IB agency will follow the Expeditious Response procedure.

### Local Expeditious and State Rapid Response

From this point the procedures for the Local Expeditious Response and the State Rapid Response merge. The worker orientation/informational session(s) are scheduled and coordinated by the local WIA Title IB agency. The worker meeting(s) should cover available federal, state and local services/benefits. At a minimum, the following representatives should be invited to present at the worker meeting(s):

- Local WIA Title IB agency;
- Job Center representative;
- Local Technical College representative;
- Unemployment Insurance representative; and
- Community Services representative.

Other presenters may be invited to attend based upon the demographics of the affected workers and the available time allotment. Separate meetings may be scheduled to provide additional information on other topics (Veterans benefits, Social Security benefits, Retirement planning services). Depending upon the demographics of the affected workers, translation services or special accommodations should be made for the worker meeting(s). The local WIA Title IB agency is responsible for making any necessary arrangements.

At the worker meeting(s) the affected workers will complete surveys that collect generic data on each worker. The local WIA Title IB agency compiles the survey composite data and analyzes the needs of the affected group. The local WIA Title IB agency will determine whether local WIA Title IB funds are available to meet these needs. If resources are not sufficient, the local WIA Title IB agency will follow the DWD Special Response Grant Application Process to acquire additional resources. If the situation warrants a large amount of resources, DWD staff and the local WIA Title IB agency will jointly determine whether an application for National Emergency Grant funds will be developed.

## Attachment Y



### Youth Needs Assessment Form Workforce Investment Act (WIA) Youth Programs

#### YOUTH NEEDS ASSESSMENT

**Youth's Name** \_\_\_\_\_ **Social Security Number** \_\_\_\_\_

Objective: The establishment of the youth's goal(s) is a crucial step. All further assessment and service planning is done to assist the participant in reaching his or her goal(s). When establishing the youth's goal(s), consider the following elements:

#### **WIA Youth Elements**

1. Tutoring, study skills training, and instruction leading to the completion of secondary school including dropout prevention strategies.
2. Alternative secondary school services.
3. Summer employment opportunities directly linked to academic and occupational learning.
4. Paid and unpaid work experiences including internships and job shadowing.
5. Occupational skill training.
6. Leadership development opportunities, which may include community service and peer centered activities encouraging responsibility and other positive social behaviors during non-school hours.
7. Supportive services.
8. Adult mentoring for the period of participation and subsequent period for a total of not less than 12 months.
9. Follow-up services for not less than 12 months after the completion of participation.
10. Comprehensive guidance and counseling, which may include drug and alcohol abuse counseling and referral.
11. "Employability Skills" and life or "success" skills training (Formally "soft" skills, i.e. Work Readiness in ASSET).

**Note: If the client is not interested in the 11 elements, WIA services may not be a good match.**

#### **Occupational/Educational Assessment Overview**

##### **Occupational:**

Comments and Needs Summary:

*Circle "yes" if the following is a need/interest, circle "no" if it is not:*

Non-traditional employment	Yes	No	Education information	Yes	X
Validity generalization	Yes	No	Area labor market information	Yes	No
Job seeking skills assistance	Yes	No	Career options exploration	Yes	X

##### **Employment/Career Goal:**

Long Term/Primary:	O*Net Code:
Short Term/Secondary:	O*Net Code:

Career Goal/Alternate:	O*Net Code:
------------------------	-------------

**Educational:**

Comments and Needs Summary:
-----------------------------

Disability: ☐ CDB ☐ CDS ☐ DD ☐ EBD ☐ LD

School Grade: \_\_\_\_\_ English as a Second Language: Yes No

Certificates of Training Completed:
-------------------------------------

Training Programs Not Completed:
----------------------------------

**Support Service Needs:**

Comments and Needs Summary:
-----------------------------

**Child Care**

Needs child care: Yes No Child Care Arrangements:

**Transportation**

Needs transportation: Yes No Has Access to Transportation: Yes No  
Owns Vehicle: Yes No Has Car Insurance: Yes No

**Housing**

Needs housing: Yes No Housing Assistance: Yes No

Current Housing/Shelter Situation:

Expected Changes:

Support From Family & Friends: Yes No

**Medical**

Has Health Insurance Yes No Has Dental Insurance: Yes No

**Disability**

Co-enrolled with DVR Programs: Yes No

Describe the disability-oriented need:

**Legal**

Offender \_\_\_\_\_ Status: \_\_\_\_\_ Current  
 Status: \_\_\_\_\_

**Probation/Parole Officer:** \_\_\_\_\_ **Phone:** \_\_\_\_\_

Social Worker/Counselor: \_\_\_\_\_ Phone: \_\_\_\_\_

List Financial Resources and Needs:

**Other Services/Issues:**

Foster Care:	Yes	No
Personal habits/ hygiene -- clean & neat appearance?	Yes	No
Mental/emotional issues ---Is client receiving treatment?	Yes	No
Is client in need of counseling services?	Yes	No
Physical health/disability accommodation needs?	Yes	No
Substance abuse issues?	Yes	No

**Basic and Work Readiness Skill Needs**

<b>Basic SCANS Skills:</b> Reading: Writing: Math: Listening: Speaking:	<b>Improvement / Skill Attainment Goal:</b> By when?
<b>Job Seeking Skills:</b> Familiar with job search techniques? Resume writing/applications? Interviewing skills?	<b>Improvement / Skill Attainment Goal:</b> By when?
<b>Personal/Interpersonal Skills:</b> Responsible/on-time? Honesty/integrity? Gets along w/others? Leadership skills?	<b>Improvement / Skill Attainment Goal:</b> By when?
<b>Thinking/Information Processing Skills:</b> Can organize, interpret & communicate information: Recognizes & solves problems: Can make decisions: Able to learn and apply new knowledge:	<b>Improvement / Skill Attainment Goal:</b> By When?
<b>Systems/Technology Skills:</b> Can select appropriate tools for task & use them:	<b>Improvement / Skill Attainment Goal:</b> By When?

Understands computer software- operating systems, word processing, spreadsheets: Can do routine preventative maintenance: Understands workplace safety & rules:	
--	--

### Occupational/Educational Testing Results

Signature of Youth Services Coordinator \_\_\_\_\_ Date \_\_\_\_\_

#### **Follow Up -- Credentials**

##### **Credential Attained**

- ☐ High School Diploma
- ☐ GED or HSED
- ☐ AA or AS Degree/Diploma
- ☐ BA or BS Degree/Diploma
- ☐ Occupational Skills License
- ☐ Skills Certificate

##### **Date the Credential was Attained**

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

#### **Follow Up -- Status**

1. Has this person entered training-related employment during the first five quarters after exit?  
☐ Yes ☐ No ☐ Training did not impact job-specific skills ☐ Relationship of job to training not determined
2. Method used to determine training-related employment:  
☐ Compared occupation code of the training to job ☐ Compared industry with the occupation of training  
☐ Other \_\_\_\_\_ appropriate \_\_\_\_\_ method  
 (describe) \_\_\_\_\_  
 \_\_\_\_\_
3. Entered non-traditional employment: ☐ Yes ☐ No

#### **Follow Up -- Employment: ☐ First Quarter; ☐ Third Quarter; ☐ Fifth Quarter**

1. Entered Unsubsidized employment: ☐ Yes ☐ No
2. Out of State employment: ☐ Yes ☐ No
3. Self employment: ☐ Yes ☐ No
4. Other non-UI covered employment: ☐ Yes ☐ No
5. Method used to verify data: ☐ Check or cancelled check from employer ☐ Employer record  
☐ Income statement ☐ Not verified (If not verified, this information will not count for WIA performance.)
6. Employer: \_\_\_\_\_

7.Hourly Wage \_\_\_\_\_ Average hours per week:  
\_\_\_\_\_

8.Total wages earned in this quarter: \_\_\_\_\_ O\*Net Occupational Code:  
\_\_\_\_\_

**For Younger Youth** (not applicable fifth quarter)

- |   |   |
|---|---|
| <input type="checkbox"/> Entered post-secondary education | <input type="checkbox"/> Entered a qualified apprenticeship |
| <input type="checkbox"/> Entered advanced training        | <input type="checkbox"/> Entered unsubsidized employment    |
| <input type="checkbox"/> Entered military service         | <input type="checkbox"/> None of the above                  |

**For Older Youth** (not applicable fifth quarter)

- ☐ Entered advanced training  
☐ Entered post-secondary education  
☐ Did not enter further training

**Follow Up -- Services**

<b>Follow Up Service</b>	<b>Planned Service Date</b>	<b>Actual Service Date</b>	<b>Wkly Hrs</b>	<b>Provider</b>
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**Outcome**  
**Comments**



## Attachment Z

### One-Stop Operators Definition



NCWWDB- One Stop Operators- draft 4.15.05

***Definition= One Stop Operators (OSO) - Partners that are working together to maintain a one-stop delivery system within WDA #6 that are represented on a signed MOU. The group has oversight by the NCWWDB Program Policy Committee.***

#### **Duties:**

1. Build a team that works with clear expectations, focuses on performance, and strategies to meet the mission of NCWWDB.
  - a. Create an orientation for all people working in the OSO system.
2. Create a MOU (Memorandum of Understanding) for all partners that outlines
  - a. Specific delivery system identifying comprehensive and satellite systems.
  - b. Formula and system for paying for the OSO infrastructure.
3. Create a business plan that manages the one-stop system to delivery services for our nine-county delivery area.
4. Create a document for a systematic business service plan that outlines and communicates internally and externally.
  - a. The businesses tracking system
  - b. Definition of services
  - c. Plan for individuals communicating and serving businesses
  - d. Focuses on high demand/high wage occupational clusters for WDA #6
5. Review the National, State and Local policies implementing changes as they need to be aligned, with practice.
6. Manage the One-Stop infrastructure resources and negotiated resources from other partners to run the One-Stop system.
7. Organize the partners in a management team.
  - a. Meets monthly
  - b. Has a chair that attends Program Policy Committee meetings
  - c. Focuses on strategies of the Program Policy Committee
8. Design, deliver and evaluate consistent standards of delivery across the OSO system.
  - a. Customer service standards
  - b. Feedback systems
  - c. A common message for all WIA participants
  - d. Promotion of the WDP Certificate program
  - e. Business Services
9. Explore efficiencies for delivering service as a team with less duplication of effort.
10. Create a systematic meeting schedule with each Technical School and University in WDA #6 that creates opportunity for communication at the organization and case worker problem solving level.

**Outcomes expected are defined by the NCWWDB SCORE CARD.**

**Attachment AA**  
**Youth Element by County**

**County: Adams**

Program Elements	Related Services
1. Tutoring, study skills training, instruction leading to completion of secondary school, including dropout prevention strategies.	a. At school tutoring: LD classes, student/tutor mentors b. Literacy Council c. PLATO program: help with basic skills math and reading
2. Alternative secondary school services	a. Mid State Tech College: GED Classes b. Working with Financial Assistance to see if youth can afford to go back to school to obtain a degree. c. Co-enrolling youth in the WIA OSY program and Adult Program to help with secondary schooling needs. d. LINC's Program: Alternative High School for Adam County teens
3. Summer employment opportunities	a. Exploring job search techniques: Completing a job application and resume b. Registering on the Job Net c. Requiring 5 job contacts a week: submit application, phone calls or interviews
4. Paid and unpaid work experiences	a. Offering paid and unpaid experiences at volunteer agencies in the community <b>b. Working with employers to set up: job shadowing, internship experiences and paid work experience</b> c. School to Work Coordinator in the schools
5. Occupational skill training	a. Referring to Job Center programs: Individualized Informational Classes b. Exploring apprenticeship program opportunities c. Videos/Books/PLATO program d. Job Corp Program
6. Leadership development opportunities	a. Volunteering/Working at community programs: Food Pantry, Domestic Abuse Shelter, Head Start, Family Resource Center b. Getting involved in school activities/clubs
7. Supportive Services (may include but are not limited to transportation, child care, work related expenses, housing, linkages to community services, referrals to medical services)	<b>a. Transportation issues: local taxi service, gas vouchers, use of volunteer drivers</b> b. Child Care: hook up with state assistance program, Head Start Program, explore options with client (friends and family help) c. Work Expenses: WIA program allocations, Community Resources: Lions Club, Public Health Dept., Goodwill, Career Closet d. Housing Issues: NCCAP, Low income housing, Salvation Army, exploring options with friends and family.
8. Adult mentoring	a. On the job mentoring with a worker that has been there more than a year b. Big Brothers and Big Sisters c. Working with the Foster Care Program: Parents and Social Worker insuring the child's needs are met.
9. Follow-up services	a. Phone calls b. Mailings for special events: Job Fairs, Career Expos, Job

	related classes c. Post cards or emails
10. Comprehensive guidance and counseling	a. Meta-Associates/Hospital b. Out-patient treatment program c. Anger Management classes

**County: Forest – Crandon, Wabeno, and Laona High Schools**

Program Elements	Related Services
1. Tutoring, study skills training, instruction leading to completion of secondary school, including dropout prevention strategies.	a. High School Programs b. Talent Search/Upward Bound FSC Programs c. Plato self serve technology
2. Alternative secondary school services	a. WI Virtual High School b. Nicolet and NTC College c. Goal Labs
3. Summer employment opportunities	a. Developed by WIA funding and FSC b. School to Work Opportunities c. Private sector businesses
4. Paid and unpaid work experiences	a. WIA b. School to Work c. Job Shadowing
5. Occupational skill training	a. Technical Colleges b. Apprenticeship opportunities through School to Work c. Correspondence Courses d. Private Institutions e. FSC TrANS Program f. DMV for drivers training
6. Leadership development opportunities	a. Extracurricular activities and clubs through high schools b. FSC events c. YMCA d. Ropes Challenge Course e. School sponsored events
7. Supportive Services (may include but are not limited to transportation, child care, work related expenses, housing, linkages to community services, referrals to medical services)	a. W-2 programs and Social Services b. WIA funding c. Salvation Army d. Housing programs e. DVR f. Food pantries
8. Adult mentoring	a. Parents and Partners b. YMCA
9. Follow-up services	a. WIA Forward Service Corp.
10. Comprehensive guidance and counseling	a. Various mental health organizations b. Employment and career counseling with FSC and Job Center Partners c. DVR d. School Counselors e. Teachers

**County: Langlade – Elcho, Antigo, White Lake High Schools**

Program Elements	Related Services
1. Tutoring, study skills training, instruction leading to completion of	a. High School Programs b. Technical Colleges

secondary school, including dropout prevention strategies.	
2. Alternative secondary school services	a. WI Virtual High School b. Nicolet and NTC College c. Goal Labs d. Partners Program
3. Summer employment opportunities	a. Developed by WIA funding and FSC b. School to Work Opportunities
4. Paid and unpaid work experiences	a. WIA b. School to Work c. Job Shadowing
5. Occupational skill training	a. Technical Colleges b. Apprenticeship opportunities through School to Work c. Correspondence Courses d. Private Institutions e. FSC TrANS Program f. DMV for drivers training
6. Leadership development opportunities	a. Extracurricular activities and clubs through high schools b. FSC events c. School sponsored events d. Ropes Course
7. Supportive Services (may include but are not limited to transportation, child care, work related expenses, housing, linkages to community services, referrals to medical services)	a. W-2 programs and Social Services b. WIA funding c. Salvation Army d. Housing programs e. DVR f. Food pantries
8. Adult mentoring	a. Big Brothers/Big Sisters b. Boys and Girls Clubs
9. Follow-up services	a. WIA Forward Service Corp.
10. Comprehensive guidance and counseling	a. Various mental health organizations b. Employment and career counseling with FSC and Job Center Partners c. DVR d. School Counselors e. Teachers

**County: Lincoln - Merrill and Tomahawk High Schools and Lincoln Hills**

Program Elements	<i>Related Services</i>
1. Tutoring, study skills training, instruction leading to completion of secondary school, including dropout prevention strategies.	a. High School Programs b. Technical Colleges c. Patient and Family Services of Sacred Heart Hospital
2. Alternative secondary school services	a. WI Virtual High School b. Nicolet and NTC College
3. Summer employment opportunities	a. Developed by WIA funding and FSC b. School to Work Opportunities
4. Paid and unpaid work experiences	a. WIA b. School to Work c. Job Shadowing
5. Occupational skill training	a. Technical Colleges

	b. Apprenticeship opportunities through School to Work c. Correspondence Courses d. Private Institutions e. FSC TrANS Program f. DMV for drivers training
6. Leadership development opportunities	a. Extracurricular activities and clubs through high schools b. FSC events c. School sponsored events d. Ropes Course
7. Supportive Services (may include but are not limited to transportation, child care, work related expenses, housing, linkages to community services, referrals to medical services)	a. W-2 programs b. Social Services c. Salvation Army d. Housing programs e. DVR f. Food pantries
8. Adult mentoring	a. Big Brothers/Big Sisters
9. Follow-up services	a. WIA Forward Service Corp.
10. Comprehensive guidance and counseling	a. Various mental health organizations b. Employment and career counseling with FSC and Job Center Partners c. DVR d. School Counselors e. Teachers

**County: Oneida – Rhinelander, Three Lakes, Lakeland Union High Schools**

Program Elements	<i>Related Services</i>
1. Tutoring, study skills training, instruction leading to completion of secondary school, including dropout prevention strategies.	a. High School Programs b. Talent Search/Upward Bound FSC Programs c. PASS – FSC at Job Center d. Plato self serve technology
2. Alternative secondary school services	a. WI Virtual High School b. Nicolet College c. Goal Labs d. Neutral Site Lab (Rhinelander Alt, H.S.)
3. Summer employment opportunities	a. Developed by WIA funding and FSC b. School to Work Opportunities c. Private sector businesses
4. Paid and unpaid work experiences	a. WIA b. School to Work c. Job Shadowing
5. Occupational skill training	a. Technical Colleges b. Apprenticeship opportunities through School to Work c. Correspondence Courses d. Private Institutions e. FSC TrANS Program f. DMV for drivers training
6. Leadership development opportunities	a. Extracurricular activities and clubs through high schools b. FSC events c. YMCA d. Ropes Challenge Course e. School sponsored events

7. Supportive Services (may include but are not limited to transportation, child care, work related expenses, housing, linkages to community services, referrals to medical services)	<ul style="list-style-type: none"> <li>a. W-2 programs and Social Services</li> <li>b. WIA funding</li> <li>c. Salvation Army</li> <li>d. Housing programs</li> <li>e. DVR</li> <li>f. Food pantries</li> <li>g. Good Will</li> </ul>
8. Adult mentoring	<ul style="list-style-type: none"> <li>a. Kinship of the North</li> <li>b. YMCA</li> <li>c. Kids and Adult Partnership</li> <li>d. Family Partners</li> </ul>
9. Follow-up services	a. WIA Forward Service Corp.
10. Comprehensive guidance and counseling	<ul style="list-style-type: none"> <li>a. Various mental health organizations</li> <li>b. Employment and career counseling with FSC and Job Center Partners</li> <li>c. DVR</li> <li>d. School Counselors</li> <li>e. Teachers</li> </ul>

**County: Vilas – Phelps and Northland Pines High Schools**

Program Elements	Related Services
1. Tutoring, study skills training, instruction leading to completion of secondary school, including dropout prevention strategies.	<ul style="list-style-type: none"> <li>a. High School Programs</li> <li>b. Plato self serve technology</li> </ul>
2. Alternative secondary school services	<ul style="list-style-type: none"> <li>a. WI Virtual High School</li> <li>b. Phoenix Center</li> <li>c. Goal Labs at Technical College</li> </ul>
3. Summer employment opportunities	<ul style="list-style-type: none"> <li>a. Developed by WIA funding and FSC</li> <li>b. School to Work Opportunities</li> <li>c. Private sector businesses</li> </ul>
4. Paid and unpaid work experiences	<ul style="list-style-type: none"> <li>a. WIA</li> <li>b. School to Work</li> <li>c. Job Shadowing</li> </ul>
5. Occupational skill training	<ul style="list-style-type: none"> <li>a. Technical Colleges</li> <li>b. Apprenticeship opportunities through School to Work</li> <li>c. Correspondence Courses</li> <li>d. Private Institutions</li> <li>e. FSC TrANS Program</li> <li>f. DMV for drivers training</li> </ul>
6. Leadership development opportunities	<ul style="list-style-type: none"> <li>a. Extracurricular activities and clubs through high schools</li> <li>b. FSC events</li> <li>c. YMCA</li> <li>d. Ropes Challenge Course</li> <li>e. School sponsored events</li> </ul>
7. Supportive Services (may include but are not limited to transportation, child care, work related expenses, housing, linkages to community services, referrals to medical services)	<ul style="list-style-type: none"> <li>a. W-2 programs and Social Services</li> <li>b. WIA funding</li> <li>c. Salvation Army</li> <li>d. Housing programs</li> <li>e. DVR</li> <li>f. Food pantries</li> </ul>

8. Adult mentoring	a. Foster Grandparent Program b. YMCA c. Family Partners
9. Follow-up services	a. WIA Forward Service Corp.
10. Comprehensive guidance and counseling	a. Various mental health organizations b. Employment and career counseling with FSC and Job Center Partners c. DVR d. School Counselors e. Teachers

### County: Wood

Program Elements	Related Services
1. Tutoring, study skills training, instruction leading to completion of secondary school, including dropout prevention strategies.	a. At school tutoring: LD classes, student/tutor mentors b. Literacy Council c. PLATO program: help with basic skills math and reading
2. Alternative secondary school services	a. Mid State Tech College: GED Classes b. Working with Financial Assistance to see if youth can afford to go back to school to obtain a degree. c. Co-enrolling youth in the WIA OSY program and Adult Program to help with secondary schooling needs.
3. Summer employment opportunities	a. Exploring job search techniques: Completing a job application and resume b. Registering on the Job Net c. Requiring 5 job contacts a week: submit application, phone calls or interviews
4. Paid and unpaid work experiences	a. Offering paid and unpaid experiences at volunteer agencies in the community b. Partners in Education Coordinator: job shadowing and internship experiences c. School to Work Coordinator in the schools
5. Occupational skill training	a. Referring to Job Center programs: YES, Job Club and Informational Classes b. Exploring apprenticeship program opportunities c. Videos/Books/PLATO program
6. Leadership development opportunities	a. Volunteering/Working at community programs: Boys and Girls Club, Parents Place, Food Pantry, Domestic Abuse Shelter b. Getting involved in school activities/clubs
7. Supportive Services (may include but are not limited to transportation, child care, work related expenses, housing, linkages to community services, referrals to medical services)	a. Transportation issues: local taxi service, gas vouchers, use of volunteer drivers b. Child Care: hook up with state assistance program, Child Care Resource and Referral Program, explore options with client (friends and family help) c. Work Expenses: WIA program allocations, Community Resources: Lions Club, Public Health Dept., Goodwill, Career Closet d. Housing Issues: Housing Authority, NCCAP, Low income housing, Salvation Army, exploring options with friends and family.
8. Adult mentoring	a. On the job mentoring with a worker that has been there more

	<p>than a year</p> <p>b. Big Brothers and Big Sisters</p> <p>c. Working with the Foster Care Program: Parents and Social Worker insuring the child's needs are met.</p>
9. Follow-up services	<p>a. Phone calls</p> <p>b. Mailings for special events: Job Fairs, Career Expos, Job related classes</p> <p>c. Post cards or emails</p>
10. Comprehensive guidance and counseling	<p>a. Unified Services</p> <p>b. Children Service Society</p> <p>c. Anger Management classes thru Social Services</p>